

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

CXXXVIII, No. 7      NEW YORK, FEBRUARY 17, 1927      10c A COPY

B. A. I. S. 1902 with  
N. W. Ayer & Son

## *Here is a pace-maker*

DR. HESS & CLARK, Inc., of Ashland, Ohio, have been successful compounders and distributors of live-stock and poultry preparations for over thirty years.

Their advertising has been telling farmers about these products with commendable continuity and persistence.

But any ear, no matter how sensitive, in time grows callous to the same old story.

Casting about for a new interest, we asked for specific data on the efficiency of their products. The matter was discussed and then apparently forgotten for months. Suddenly, out of a clear sky came the information that Dr. Hess & Clark had established their own experimental farm.

Under supervision of a renowned veterinarian, they have been conducting exhaustive study in comparative feeding and treatment. The facts already disclosed are astonishing. Debatable theories measured against this scientific research grow anæmic and colorless.

The thoroughness with which Dr. Hess & Clark finish what they start is a lesson from which we are glad to learn.

## N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

SAN FRANCISCO



# IMPORTANT BUYERS

All Lines—Everywhere—Buying Every Product

order and pay for this

## SUPERIOR PURCHASING GUIDE

Nearly 90% Paid Circulation

No matter what the product, this Register will present the sales message to the right man at the right moment, the moment when he wants to buy. Our users rarely look elsewhere

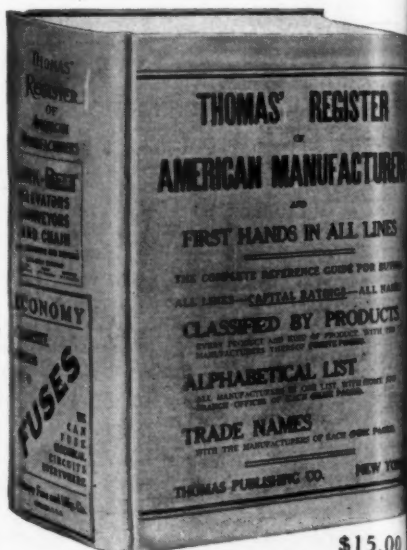
*The only "Paid" circulation work of its kind.*



*It aims at 100% completeness, regardless of advertising. That is why*

**BIG  
BUYERS  
Prefer it.**

**A. B. C.  
MEMBER  
(THE ONLY ONE)**



\$15.00

4500 Pages 9 x 12

**50 Advertisers Use 8025 Space**

Most of them use "Keys" and know what they get

for only one issue a year, but continues as effective year as if repeated every week or every month

THOMAS PUBLISHING COMPANY, 461 Eighth Ave., NEW YORK

# PRINTERS' INK 17

Registered U. S. Patent Office

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## The Increasing Functions of the Advertising Agencies

Are the Primary Functions of the Agency Impaired by the Demands for Many Extra Services? Is the Agency the Best Organization to Assume These Extra Tasks?

By Albert E. Haase

[Editorial Note: The article which follows represents an endeavor to place before advertisers the collective opinion of a number of advertising agencies of all sizes and types on a question of importance to these two groups. It is based on material obtained in an investigation started in November, 1926. Since the time this study was begun thirty-six different advertising agencies were consulted for opinions and specific information on the questions in hand.]

"THERE'S a fine example of the very thing we are talking about," the head of a certain large advertising agency said, as he hung up his telephone receiver. "That was a client who has been with us about a year. Been talking about South American markets for his soap for the last three months. Now he wants action. It's his idea that success depends a good deal on picking the right advertising agencies in South America. He has just made a proposition that Dunlap, who handles his account, go to South America as a representative of his company; select and appoint the right agencies, and stay with each one for a week or two coaching them on our copy ideas.

"He thinks that we are better qualified to do that job than he is. On that point he is right. But he doesn't say a word about paying for this work—not a hint. His old agencies spoiled him on free work so it's going to be a hard job to get him even to pay expenses for Dunlap. We stand to

lose Dunlap's time, and we're going to have the expense of putting another man on the account while he is away. Two months of Dunlap's time and two months of the time of some other man! There's four months' salary that we lose out on."

In another agency, after waiting more than an hour for one of the partners with whom I had an appointment, I got this apology: "Sorry to keep you waiting. One of our accounts has added a new beverage to its line that is to be sold over the soda counter. It won't succeed unless it gets a unique dispenser that stands on the fountain counter and gets the eye of the trade. I have told the president so, but he has done nothing about getting up ideas or getting models made. This morning when he came in I put on my hat and coat and took him to a shop down by the river where they make up models for inventors. The job of explaining what was wanted took more time than I thought. That's why I am late."

The story he had told me was in line with the subject I called to discuss. I told him so, and then asked: "Who will pay for the time you gave up this morning doing this work?" "Nobody," he said. "And what's more, I won't get a cent for the time that I have to spend with a patent attorney on the matter after we get the right model. The patent attorney will

Feb. 17, 1927

spend far less time on the whole matter than I have already given it, but he'll get paid for his time and I won't. Advertisers have been led to expect too much from agencies. They take all they can ask for from an agent without giving a thought to compensation, but they never think of going to other professions and doing likewise."

Several weeks of calls on agency executives brought numbers of tales such as those that have just been told. In relating many of them to the head of a large agency—a man with a long record of experience—I drew this comment and observation:

"The demand for more and more service by advertisers has grown by leaps and bounds to a point where it is bewildering the agency business. Let me give you a picture of the situation by contrasting former times with conditions today.

"Here," he said, "is a legal document. It is the court record of an advertising agency's litigation with a client. The agent's contract with the client is reproduced in it." As I looked at the contract the following underscored sentence immediately caught my eye: "We will \* \* \* do everything that is necessary to make your advertising a success, putting no limitations on our work."

"In that sentence," he said, "you have an excellent indication of the extent to which agency service has gone. It is even willing to insure the success of a campaign.

"Here, on the other hand, is an advertisement of an agency business that was flourishing not much longer than a generation ago. You can observe from its advertising that all it did was to prepare a list of papers and mail out copy. Copy was not written by that agency unless the advertiser actually demanded that it do that job.

"The old-time agent received a greater rate of pay than does the agent today. He got a 25 per cent commission on space used. The

agent of today receives a commission varying from 10 to 15 per cent. Most people in the advertising business talk as though it were a straight 15 per cent. They're wrong. A recent study showed that it averages about 14.29 per cent. The modern agent, of course, has a vastly greater field of operation. And more than that, his clients spend far more money for advertising than they did a generation ago. These are facts of great importance. But there are two facts which offset their effect. (1) The number of agencies is legion compared with the small number a generation ago. (2) Competition among agencies is intense."

The foregoing statements and comments of advertising agents were set down in the course of an investigation made to find out why profits in agency operation were decreasing.

Last year, John Benson, president of the Benson & Gamble Advertising Agency of Chicago, made a study of advertising agency profits as the chairman of the Finance Committee of the American Association of Advertising Agencies. He had a limited amount of financial data from fifty-nine agencies and complete data from twenty-eight agencies for the year 1925. These agencies showed a gross profit of \$13,414,255.27 on an aggregate billing of \$104,831,931.59. That gross profit represents 14.29 per cent of the total billing. The net profit was \$2,542,422.20 or 2.63 per cent. If an advertiser will compare this net return of 2.63 per cent with the net profit of his own business or with the average net profit of his industry for 1925, he will need no comment on it here.

Individual cases are perhaps better than a statement of averages. Here is an individual case uncovered by the writer in a recent study of agency finance. The agency in question is an outstanding one not only on the score of work done for its clients, but also on the score of contributions made to advertising technique and development. It is owned by several partners. It charges advertisers





## On the designated pages of the current Delineator

On the designated pages of the February Delineator will be found advertising prepared by The H. K. McCann Company for the following clients, respectively:

|          |  |
|----------|--|
| PAGE 54  | Del Monte Vegetables                             |
| PAGE 72  | Borden's Eagle Brand Condensed Milk (for coffee) |
| PAGE 75  | Canners League of California                     |
| PAGE 79  | "Vaseline" Petroleum Jelly                       |
| PAGE 85  | Del Monte Peaches and Pineapple                  |
| PAGE 91  | Borden's Eagle Brand Condensed Milk (for babies) |
| PAGE 98  | Del Monte Spinach                                |
| PAGE 109 | Twenty Mule Team Borax                           |
| PAGE 113 | Nujol  |

## THE H. K. McCANN COMPANY

*Advertising*

NEW YORK CLEVELAND  
CHICAGO LOS ANGELES



SAN FRANCISCO DENVER  
MONTREAL TORONTO

for many of the extra services it performs. The financial statement of that agency for 1926 showed this highly significant fact:

*The amount of income received by this agency from its clients in 1926 for extra services was but several hundred dollars less than the total net profit for that year. In other words, if this agency had not been compensated for extra services, its net profit for a year's work would have been but slightly better than \$300. Another way of stating the proposition is that this agency returned to its clients in service practically all of the commissions it received.*

Someone will rightfully ask: "How much did the partners draw out as salaries?" That question was not overlooked. They had modest drawing accounts—very modest, indeed. The drawing account of the most important partner represented about a quarter of his salaried worth to any one of several different enterprises.

Mr. Benson's study covered this question of the amount of salaries received by advertising agency principals. "They range," he said, "all the way from \$7,500 to \$50,000 a year. A fair medium average seems to be \$12,000 to \$15,000. In the smaller agencies, salaries are likely to absorb a greater percentage of gross than in large agencies. One large agency absorbs  $2\frac{1}{4}$  per cent of gross billing; another  $1\frac{1}{4}$  per cent, and a third  $1\frac{1}{4}$  per cent. This variation is largely due to volume of billing. One small agency in 1925 paid three principal owners salaries aggregating  $2\frac{1}{2}$  per cent of \$1,500,000 billings." Regarding this statement, Mr. Benson added the following interpretation:

"All of this expense cannot fairly be charged to administration. Principal owners, even of very large agencies, spend much of their time in serving clients directly, and a substantial part of their salaries save other creative and contact expense. Seldom, if ever," he further added, "has any instance come to my attention of salaries being paid owners in excess of what they would receive for the same service as employees."

There seems to be one clear and obvious reason for the continued decrease in agency profits. This reason is indicated in the few agency statements quoted at the outset of this article, namely: increased demand for extra services without extra compensation. The purpose of this article is the discussion of this subject of extra services and the matter of compensation for them for the benefit of the advertiser. The way to conduct such a discussion, we believe, is to lay before advertisers all the facts that can be uncovered and the collective opinion of advertising agents.

During 1926, in addition to Mr. Benson's report on his financial studies, several other unusual reports on the advertising agency business found their way into print. Among those papers were two by F. J. Ross, head of the agency bearing his name. These two papers were concerned with this subject of "extras of agency service." They were written at the suggestion of the executive board of the American Association of Advertising Agencies. For the last several years, intermittent requests for information on the subject had come to the association. The reason for the study made by Mr. Ross goes back to those requests from individual agencies.

It is a difficult matter to get an advertising agent to write for publication on this subject. His motives, he realizes, are apt to be misconstrued. It is an easy thing, for those who will not look at the matter with an open mind, to say that an agent deals with the matter only because of immediate personal interest, when, in truth, he is concerned with the proposition chiefly from the standpoint of economic soundness.

Mr. Ross, in his reports, spoke to other agents as an economist. He made his presentation of the subject to them, and not to advertisers. Here is a summary of what he had to say:

An economist, after a thorough investigation of agency service, would probably conclude that mediums, copy, art and research were the primary functions of an

Founded in 1862,  
the Standard Union  
has been for 65 years  
a clean, Republican  
newspaper.

It is the family news-  
paper in nearly 80,000  
Brooklyn homes,  
and these firesides  
furnish the backbone  
of Brooklyn civic life.  
Such a newspaper  
is of vast value to  
advertisers.

*R. G. R. Hunsiman*  
President

LARGEST CIRCULATION OF ANY BROOKLYN NEWSPAPER

advertising agency. With his mind fixed upon costs, values rendered and revenue received, he would probably decide that those four services, when expertly rendered constituted a fair return for the agency commission. It would be understood, of course, as it is today, that all cash outlay to which an agency was put in the buying and preparation of art work would be paid for by the advertiser.

In accepting "research" as a primary function of an advertising agency, certain qualifications are necessary. Research, as a primary function comprehends only such investigative work as is necessary for the formulation of advertising plans. All outlays in traveling expenses and salaries for such work are borne by the client. Proof that this is sound practice is to be had from the experiences of other professions. No one, for instance, would think of sending a lawyer away from his office to make an investigation without paying for his time and his traveling expenses.

The foregoing analysis means that an agency should be organized properly to perform four primary functions, not up to the point that it fulfills any demand made upon it, but up to the point where a reasonable profit remains. It also means that the advertiser should find the agency better equipped to perform those four functions than any other organization or group of organizations to which he might turn.

In his endeavor to set forth exactly what constitutes "extra" agency service, Mr. Ross did not attempt to give consideration to every possible service an agency can perform for an advertiser. He limited the matter to such service as might properly be called "distribution service." He segregated those tasks under three main headings.

(1) *Merchandising.* (All details connected with the package and product and service literature, and with dealer tie-up and display.)

(2) *Sales Promotion.* (All details connected with bringing salesmen to utilize the advertising campaign to its full value in their daily work. All details calculated to bring jobbers and dealers into the clearest understanding of the campaign, of their self-interest

in it, and to stimulate their co-operation with it. All details connected with printed sales promotion, whether to salesmen, jobbers or dealers.)

(3) *Sales Counsel.* (All details in connection with sales policies, methods of distribution, territories, quotas, conventions and the large subject of market surveys and sales analysis.)

The information Mr. Ross brought together on this subject, and his analysis of that information from the standpoint of an economist, were sent by PRINTERS' INK, of its own volition, to advertising agencies throughout the country. A collective opinion was sought in the belief that advertisers would welcome it.

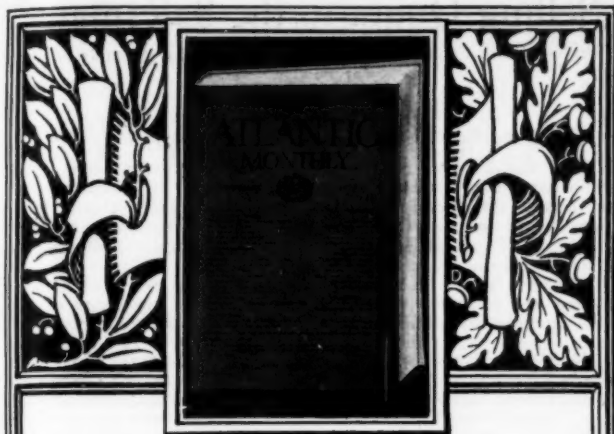
There is fairly general agreement among advertising agents with the classification of medium, copy, art and research as the four primary functions when the last two of these four, namely, art and research, are properly understood.

There is fairly general agreement that when an agency is called upon to perform many extra services without extra compensation, the primary functions of an agency are apt to be weakened. Scores of cases which prove this point have been cited. Perhaps a statement of one of the number that have been brought up would be enlightening.

The owner of a certain Middle-Western agency furnished an excellent illustration, when he said: "I recall a case where a member of our agency found that the sales force of one of our clients had fallen down. In one week's time, he got 100 per cent distribution in a city where the advertiser's sales force after four years of effort had secured but 15 per cent distribution. The advertiser was so pleased that he wanted this man to do it again whenever we put on an intensive newspaper campaign for him. I had to show him that all he needed was to use higher price and better salesmen."

The agent had an alternative in this situation: "We might," he said, "have kept him on such sales work for that advertiser at a profit to ourselves, if he did nothing else. The advertising, however, would have suffered."

(Continued on page 179)



## *12 Points of Distinction in* **THE ATLANTIC MONTHLY**

### *News Value of the Front Cover Index—*

It applies the high powered attention value of the newspaper headline to a monthly magazine.

It spots your favorite subject without groping or lost motion.

It enables busy men and women to survey the contents of each issue in one minute.

### *An Original Atlantic Feature in 1857*

## **THE ATLANTIC MONTHLY**

*A Quality Group Magazine*

**8 Arlington Street**

**Boston, Mass.**

**Circulation 110,000 (ABC)—Rebate-backed—Guaranteed**

# Selling Quota to the Salesman

The Problem Is to Convince Each Salesman That His Quota Is Arrived at Fairly

By W. L. Barnhart

Resident Vice-President, National Surety Company

I HAVE known sales managers who have simply added 10 or 20 per cent to the salesman's best previous record and said: "Here's your new mark to shoot at."

On the other hand, we have those sales managers who tell us that they take population, income-tax figures, number of automobiles, value of farm products and goodness knows what not into consideration in fixing the quota for each territory.

It has always seemed to me that the difficulty with such complicated figuring was in getting the salesman to accept it as scientific.

For after all, the greatest problem in quota fixing is selling your quotas to your salesmen—making them feel that their quotas have been fairly arrived at and that they represent a fair estimate of relative sales possibilities of various territories.

Therefore we are very much in favor of opening the quota books to every man, showing him how we got our figures, and allowing him to figure out for himself, if he so desires, not only his own quota but those of the others against whom he is competing.

We believe that in this way each man will be willing to accept the quotas as fair and will most readily agree with our theory that if one territory isn't producing its quota and the others are, it means that the man in the non-productive territory is failing to capitalize on his opportunities, and that there can be no other interpretation.

For such a purpose, the quota figures must be based on some set of data which can be made available to every man, so that he may have opportunity to check up for himself the figures given him.

The most logical single basis for quota figures, it seemed to us, was Bradstreet's rating book, because this gave the list of business con-

cerns, and every firm, corporation or individual in business must have one or more checking accounts and these checking accounts made them logical prospects for our salesman.

The list was not perfect, it is true, for there are many of our logical prospects that are not listed and there are many listings in Bradstreet's which are of no value to us—such as branch offices of a factory in a distant State.

As a whole, however, we found by actual check-up that these discrepancies were about the same for each State or city and so we took the total number of listings in each State or district in order to determine what relationship the total business secured from one State should bear to another.

It seemed to us proper to assume that if Bradstreet's showed 50,000 names listed in one State and 100,000 in another, the second State should be expected to produce twice as much business as the first.

## THE FIRST STEP

So our first step in fixing quotas was to set down the total number of listings for each State. In round numbers, we found there were about 125 listings per column or 750 listings on a six-column page. It proved only a few hours' task to count the number of pages under each State and multiply by the right factor.

But we soon saw that this computation was not final, for it is evident that the listings in cities represent a much higher potential than do those in purely country districts, for the reason that the salesman can work much more rapidly and effectively in the cities than in the outlying villages, and also because the city listings represent a larger percentage of high ratings. We assumed that these considerations would add twice the

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**MILWAUKEE—First City in Diversity of Industries!**

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## 47% Home Owners in Milwaukee---

**M**ILWAUKEE ranks high among the larger American cities in percentage of home owners—the most reliable and productive customers for national advertisers. Here 47 per cent of all families own the homes they live in, and this number is increasing rapidly.

In 1926, Milwaukee people invested more than \$25,600,000 in Building and Loan associations alone to provide themselves with homes.

Milwaukee's home newspaper is The Journal. More than four out of every five Milwaukee families rely upon this paper as their shopping guide. Through The Journal alone you can build a maximum volume of business in the rich and stable Milwaukee-Wisconsin market, at the lowest possible advertising cost per sale.

**THE MILWAUKEE JOURNAL**  
**FIRST BY MERIT**

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**WISCONSIN—First State in Value of Dairy Products!**

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value to the city names, i. e., listings in towns of 25,000 population or over.

From these two factors and from these alone we fixed our 1926 quotas. Announcements to the men in the field gave them their individual quotas, together with the total number of listings, on the basis of which we had made our quotas.

Our branch managers and salesmen were invited to go to their nearest banks and consult the October, 1925, issue of Bradstreet's to verify our figures. We invited them to check us up on mistakes and a few minor errors were thus found and quickly corrected.

In our quota figures, we showed first the total number of listings shown by Bradstreet's under each State. This total we multiplied by a certain number of cents per name. In the second column was shown the total number of listings which were in cities of 25,000 and over and this total we multiplied by a number of cents twice as large as that previously used on the total listings.

Adding together the two sums mentioned above, the quota resulting was shown in the last column—a quota thoroughly understandable to every salesman and a quota to which practically no objection has ever been raised because everybody knows it is as fair for one as it is for another, and when some are exceeding their quotas each month, they know that everybody ought to do so.

### Reed & Barton Appoint Sales Manager

Joseph H. Martin, assistant sales manager of Reed & Barton, Taunton, Mass., silverware manufacturers, has been made sales manager. Arthur Ashworth, vice-president in charge of sales, has been appointed general manager. Herbert H. Baldwin has resigned as vice-president.

### W. L. Quimby, General Sales Manager, Klearflax Looms

W. L. Quimby has been appointed general sales manager of The Klearflax Linen Looms, Inc., Duluth, Minn., manufacturer of linen rugs and carpeting. He was connected with this company several years ago as assistant general sales manager.

### Fred O. Bohen Becomes Chief Aide to E. T. Meredith

Fred O. Bohen, in addition to his appointment as general manager of the Meredith Publications, Des Moines, as reported last week, also has become associate publisher of *Successful Farming*, *Better Homes and Gardens*, and *The Dairy Farmer*, according to an announcement from E. T. Meredith, publisher. Mr. Bohen also will continue as director of advertising of these three publications, a position which he has held for the last three years.

Previous to becoming head of the advertising department, Mr. Bohen represented the Meredith organization at the Chicago office. He also has been engaged in special advertising work for a number of metropolitan newspapers.

Mr. Meredith also has announced the advancement of E. Allen Walker from assistant manager to the office of business manager.

### A. C. G. Hammesfahr, President of "Success"

A. C. G. Hammesfahr, vice-president of the Success Magazine Corporation, New York, publisher of *Success*, has been elected president. Frederick C. Lowrey becomes chairman of the board. David Arnold Balch has been appointed editor.

Mr. Hammesfahr joined *Success* early in 1926 as vice-president. For five years previous to that time he had been general manager of *Cosmopolitan*, New York. At one time he was vice-president and general manager of P. F. Collier & Son, Inc.

### General Sales Manager Elected to Pratt & Lambert Directorate

At a meeting of the board of directors of Pratt & Lambert, Inc., Buffalo, N. Y., varnish, enamel and lacquer, R. W. Lindsay, general sales manager, was elected a member of the board.

He has been with the company for more than eighteen years. For four years he has been general sales manager, which position he retains. He was elected assistant treasurer in November, 1926.

### Chicago "Tribune" Opens Southern Office

The Chicago *Tribune* has opened a Southern advertising office at Atlanta. George C. Blohm is manager. He was formerly with the resort and hotel department of the *Tribune*.

### Peterman Account to Barton, Durstine & Osborn

William Peterman, Inc., New York. Peterman's roach food, has appointed Barton, Durstine & Osborn, Inc., to direct its advertising account.



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THE INNER CIRCLE..

INNER CIRCLE

"CLASS"

.. SELECTS ITSELF...

MASS

THE *Debutante* BUREAU  
of *Harper's Bazar* is national in scope. Over  
1200 society girls operate offices in 84 cities.  
About half the total subscribers are gained by this  
plan of personal selection. No other magazine  
covers so thoroughly the social leadership group.

The *Debutante* Plan may hold the solution of your national  
merchandising problems. Telephone or wire me personally for  
more detailed information.

Frederic Drake, Business Manager

HARPER'S BAZAR

# Exclusively in The

**I**N their advertising of a product rapidly being established as a table favorite throughout the length and breadth of Chicago the Beech-Nut Packing Company is using The Chicago Daily News exclusively. The account is placed by the H. K. McCann Company.

Advertisers desiring the lowest possible selling cost, with ample coverage of the Chicago market, are more and more placing their entire schedules, or the major part of them, where they will be read at home in the evening, in

## THE CHICAGO

FIRST

Member of The 100

**Advertising  
Representatives :**

**NEW YORK**  
J. B. Woodward  
110 E. 42d St.

**CHICAGO**  
Woodward &  
300 N. Michigan

Average Daily Net Paid Circulation

# Chicago Daily News

Your favorite Bacon  
for 25¢

-new!



**Y**OUR favorite bacon now costs only 25¢ in the new breakfast packets. Sealed. Fresh. Convenient size for family use. Within the reach of everyone. This delicious bacon also comes in pound and half-pound boxes.

You can SEE the bacon. Guard your own pocket from the bait on the counter.

**Beech-Nut**  
*Sliced* **Bacon**

# DAILY NEWS

## CHICAGO

up of American Cities

DETROIT  
Woodward & Kelly  
Fine Arts Building

SAN FRANCISCO  
C. Geo. Krogness  
253 First National Bank Bldg.

for January, 1927—446,941

# Now 449,955 Autos in Oklahoma



**E**ACH year the immense buying power of this market is demonstrated by a big increase in the state's automobile registration. And 1926 was no exception! Records of the Oklahoma State Highway Dept. show that Oklahoma had 449,955 autos and busses on January 1, 1927. This is a gain of 46,785 over the 1926 registration.

As sure as the Sun rises certain automotive manufacturers are going to make another very profitable sales increase in Oklahoma during 1927. And just as surely, certain others are going to fall short of their full selling possibilities in this territory.

The reason is: some manufacturers overlook the fact that Oklahoma is 73.4% rural; others see Oklahoma's farm population as the

determining factor in volume sales.

Prosperity shines on this big farm market! Farmers here have more spendable money than ever before.

The income of the average Oklahoma farmer is \$509 greater than that of the average American farmer.

Oklahoma is a fruitful sales territory for automobiles, tires, shock absorbers, motor oils, and all accessories. In Oklahoma the manufacturer gets more sales to every advertising dollar.

Give your Oklahoma distributor and dealers the selling support of the Oklahoma Farmer-Stockman! They need advertising in this farm paper . . . it is the one and only medium that can influence the big farm buying power of Oklahoma. It is Oklahoma's *only* farm paper.

*Carl Williams*  
Editor

**The OKLAHOMA  
FARMER-STOCKMAN**  
*Oklahoma City*

*Ralph Miller*  
Adm. Mgr.

**E. KATZ SPECIAL ADVERTISING AGENCY**

New York

Chicago

Detroit

Kansas City

Atlanta

San Francisco

# How Sales Conventions Benefit the Entire Organization

Although General Sales Meetings May Not Be Advisable for Every Company It Is True in Most Cases That a Manufacturer Will Get Out of Them Exactly What He Puts In

By Andrew S. Butler

President, McDougall-Butler Co., Inc.

I BELIEVE manufacturing concerns with widespread agencies, and salesmen on the road, should hold sales conventions periodically. The benefits from sales conventions are not merely those that are derived by salesmen, but can be traced to every department of a business. Concerns making it a custom to hold sales conventions prepare for them weeks in advance. Department heads and their assistants are brought together for many conferences for the purpose of bringing to light all such matters as increased efficiency, improvements in products, etc., which should be called to the attention of the sales force at the convention. These conferences frequently provoke the installation of numerous constructive innovations and improvements for the betterment of the whole business. This is also edifying to the salesmen who, on the opening day of sales conventions, are almost invariably taken for a trip of inspection to all departments of the manufacturing plant.

A well organized trip through a plant is productive of more benefit to all who participate in it than is a personally conducted tour for one or two individuals, as guides taking charge of a body of delegates are naturally inspired to deal with their subjects more thoroughly. What is true of the guides is also true of the various department heads who address the visitors. In my own experience, I have observed decidedly definite improvements of a permanent character to have been made in departments of manufacturing establishments as a direct result of the conferences held in preparation for sales conventions.

Many concerns which do not

hold sales conventions, nor believe in them, have meetings for department heads at regular intervals, and in that way accomplish desired improvements in both system and manufacturing processes; yet there still remains, in my opinion, possibilities for further advancement along those lines not likely to be thought of or introduced as readily through any medium as that of preparing for sales conventions. As an instance of this, at the last convention held by the McDougall-Butler Company, the salesmen were taken in a body and escorted to the roof of one of the manufacturing buildings to examine weather exposure tests of the company's products. The inspection of these exposure tests gave the salesmen a better idea of the care exercised by the company in its manufacture of products than they could have visualized, and consequently furnished them with additional ammunition for selling talks. A convention, of course, was not needed to bring about this inspection, but although this system of testing products had been in vogue with the company for many years, it was at one of the meetings preceding the convention that the inspection tour was originated. The wisdom of it, viewed from a sales angle, is evident.

## SELL YOUR SALESMEN

What I have had to say deals with only the incidental benefits sales conventions produce. It can readily be seen that the holding of them prompts the department heads of a business to put their houses in order. The doing of this in itself tends toward increased efficiency and economy, and the far-reaching value of it is hard

to appraise. It is as important to convince one's own salesmen of one's qualifications as it is prospective customers.

Office and factory heads alike work in harmony in preparing for a sales convention, with the logical result that a much closer business and personal relationship springs up between them. This redounds to the company's benefit in many ways, especially toward inducing correlated and co-ordinated effort from all departments. Through the discussions that take place at the preliminary conferences of department heads, a nucleus is formed from which plans may be developed for the convention program, complete as to arrangement and details, and comprehensive as to the subjects to be taken up. Sales conventions are worth little if due preparation is not made for them, and I have outlined what, in my experience, has proved to be an effective method for the development of the program, which should be of no small importance.

The best program, as I see it, for sales conventions, provides not only for the business sessions, which are usually held in the mornings and afternoons, but also for the evening entertainment features as well. Keeping the members together from morning till bedtime produces an appropriate convention background and atmosphere. Dinners, bowling matches, theater parties and a closing banquet usually round out the entertainment features, and, as a matter of fact, do not cost the company any more than if the salesmen were left to go their separate ways to entertain themselves during the evenings of the convention. Good fellowship between salesmen is much to be desired and encouraged.

Conventions, especially their entertainment features, engender and accomplish this. How can this good fellowship be better brought about, except by holding conventions, when men are working in different territories and coming to headquarters at separate times? At well organized conventions friendships and contacts are established between salesmen which fre-

quently result in one helping another with his work during the year, in person or through correspondence, without the company's direct assistance. That's team work.

The sales convention provides opportunity for personal conferences between executives of the company and the members of the sales force. There are many points of a personal nature which must be taken up individually rather than in open sessions. Handling these matters at the time of the convention saves the expense of bringing each salesman to the plant singly.

Now for the important phase of convention work—that which has to do with the benefits salesmen themselves derive from attending the business sessions. The topics taken up, it will be borne in mind, are those that have been carefully gone over in the preliminary conferences and rehearsed by the persons charged with their presentation. The formal character of a convention inspires thorough handling of all subjects under discussion, more so than should they be taken up for the benefit of one or two salesmen at a time.

#### CRITICISM IS WELCOMED FROM THE SALESMEN

Another thing that can be done at a sales convention more effectively and gracefully than by correspondence is the drawing of attention to common faults. This sort of thing cannot be done by letter, even if couched in the most tactful terms, for it usually defeats its purpose, is resented and, consequently, is ineffective and often damaging. At conventions it is quite in order to offer constructive criticism, pointing out common faults, mistakes of omission and commission, which are apt to be many on the part of salesmen. This may be done in plain language and is usually welcomed heartily by the attendants.

Everyone will agree that enthusiastic concert of action is needed to make a success of any sales campaign. Correspondence or separate visits of individuals to the home office will not bring

this about nearly as potently as will a spirited convention.

If special sales campaigns or prize competitions are to be waged, a convention is by far the best medium to use in their launching. At conventions enthusiasm reigns, and while some of it naturally wears off, it is not all instantly erased. Just so long after the conventions as it is retained by a percentage of the salesmen, it reflects in their sales talks. With some salesmen enthusiasm aroused at conventions lasts for months. That's worth a great deal.

For best results, sales executives who have had road experience should lead in the discussions and act as chairmen of the meetings. Swivel chair experience, while valuable, cannot take the place of that possessed by a sales executive who has had actual road salesmanship training. Salesmen are skeptical of theory, but full of respect for the statements of executives who have come from their own ranks. It is a difficult matter to acquire a salesman's point of view without having filled his position, if only for a time.

Here is a list of some of the benefits salesmen derive more effectively from sales conventions than through the employment of any other agency with which I am familiar:

1. A thorough knowledge of their company's products.

2. A common understanding of points of advantage to stress in all sales talks.

3. Complete information of systems employed by their company in matters more or less routine, but important, such as the handling of correspondence, orders, credits, collections, billing and terms.

4. A better conception of their company's general policies and specific programs for advertising.

5. An inspiration caught from listening to those of their own rank relate personal sales experiences which are tactfully brought out in sessions devoted to symposiums.

6. Self-confidence, which is built up in every ambitious person present.

These are only a few of the benefits salesmen take away with them, but they are illustrative and perhaps convincing.

Concerns having promotion departments devoted to direct-mail

service and to the following up of salesmen's calls through correspondence with prospects, find it comparatively easier at sales conventions to convince salesmen of the value of this kind of co-operation and to enlist their support. It is a much more difficult thing to do this either by talking to the men in private interviews or by correspondence. Testimony given at conventions by salesmen who have co-operated with the sales promotion department spurs on others who have not made use of it, and this brings about constructive benefits of very great value to the sales force.

I have said nothing of the direct benefits house and factory executives derive from the ideas, often invaluable, brought to them through direct contact with salesmen during conventions.

Salesmen prepare themselves for a convention and to the extent they do are the better for it. Without sales conventions to bring them in, salesmen may be allowed to remain on their territories too long, lacking, as a consequence, the personal contact they need and which they should have with the executives.

Salesmen disclose their true selves and ability more readily when seen together during convention activities than when interviewed separately. This gives executives a better understanding of the qualifications of each for advanced positions or changes.

Conventions kindle the fires, as it were, in many a salesman and produce the link in the chain he found missing in previous selling endeavors.

Such publicity or advertising as follows in the wake of a convention, whether in newspapers, trade papers, or what not, must be of value. Business nowadays demands from those engaged in it, regardless of their positions, a pretty full measure of knowledge and salesmen gain their specific requirements of it at sales conventions. They are then better qualified to serve their company well and to impress the trade favorably.

A name for a sales convention may not seem important and yet

with us it is one of the most important features of its preparation. We endeavor to sound the keynote of the convention in the name.

Every year's history of a company and of the industry in which it is engaged records major or minor changes affecting products, their uses, markets, etc. Ever-changing customs, scientific progress and normal evolution are responsible for this condition. To meet the situation, manufacturers usually adapt themselves as best they can, and decide on definite policies for their future activities. This usually furnishes a theme for the sales convention and for which a suitable name should be found.

If the name chosen for a sales convention denotes the major theme, it will incite executives, department heads and salesmen to address themselves to it and keep in mind this underlying premise throughout discussions of specific topics.

Sales convention names may denote such themes as the covering of an angle of salesmanship; an anniversary event; the company's desire to specialize on certain of its products, or the concentration on one or more of the various classifications of trade.

One can get out of a sales convention just about as much as one will put into it. If one is not convinced of the value of bringing an organization together, and cannot bring himself to the point of spending time and effort in its careful planning and preparation, a convention should not be held. If, on the other hand, one decides that certain purposes can be accomplished through the holding of such a gathering, and applies himself diligently to the task of preparing for it, it will be successful and of direct benefit to all who have contact with it.

### W. R. Patterson Made Director of Pabst Corporation

W. R. Patterson, general manager of the cheese division, has been appointed a member of the board of directors of the Pabst Corporation, Milwaukee. The cheese division manufactures and markets Pabst-ett, now being nationally advertised, and Pabst Wonder Process cheese.

### Reed G. Landis Buys Interest in Arnold Joerns Agency

Reed G. Landis has purchased an interest in the Arnold Joerns Company, Inc., Chicago advertising agency, of which he has become vice-president and general manager. Prior to 1917 he was with Lord & Thomas, the Aeolian Company and the Brunswick-Balke-Culender Company.

Later Mr. Landis became associated with Critchfield & Company and the Matteson-Fogarty-Jordan Company, Inc., Chicago advertising agencies. For the last year he has been advertising manager of the Ball Brothers Company, Muncie, Ind.

In addition to Mr. Landis, the Joerns agency, at its recent annual meeting, elected the following officers: Arnold Joerns, president; David D. Cooke, vice-president and copy chief; and William J. Cleary, secretary-treasurer.

### Hearst Newspaper Appointments

Charles W. Horn, classified advertising manager of the Seattle, Wash., *Post-Intelligencer*, has been appointed to a similar position with the New York *American*. H. D. Copp, formerly classified advertising manager of the New York *American*, is now in the same position with the Washington, D. C., *Times and Herald*. Worth Wright, recently with the Los Angeles *Examiner*, has been made classified advertising manager of the Seattle *Post-Intelligencer*.

John L. Irvin, who has been with the New Orleans *Item*, has joined the Hearst organization for special duty in the East. C. C. Armstrong has been appointed classified advertising manager of the Baltimore *News and American*. He has been editor of the "Classified Journal."

### R. B. Franken Joins E. R. Squibb & Sons

Richard B. Franken has joined E. R. Squibb & Sons, New York, Squibb's pharmaceuticals, as assistant to the vice-president and general manager. He was recently head of the statistical department of the New York *Times*, in charge of advertising, circulation and sales promotion statistics. At one time he was with Street & Finney, Inc., also of New York, in charge of research.

Mr. Franken will continue his lecturing at New York University on market psychology and advertising research.

### Quality Group Appoints C. C. Kuh

C. Clifford Kuh has been appointed in charge of travel advertising for The Quality Group which includes *The Atlantic Monthly*, *The Golden Book*, *Harpers Magazine*, *Review of Reviews*, *Scribner's Magazine*, and *World's Work*.



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# REACH THE CONSUMER

"In  
Philadelphia  
nearly everybody reads  
The Bulletin"

## The Evening Bulletin

PHILADELPHIA'S NEWSPAPER

**537,974** COPIES  
A DAY

The largest circulation in Philadelphia

Member of The Associated Press

---

IN NEW YORK  
*the world's greatest  
single market, the*  
NEW YORK  
EVENING JOURNAL  
*prints more*  
FOOD  
ADVERTISING  
*than any other New York newspaper,  
Morning, Evening or Sunday!*

**O**ne out of every five tins you label, cartons you seal or bottles you cork can be sold in the New York market.

You can reach nearly half of all the people in this great market who buy any New York evening paper through the New York Evening Journal,—without duplication and at one cost.

For 28 consecutive years the largest evening circulation in America.

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**T**he New York Evening Journal publishes special Food Pages of great interest to the 2,000,000 consumers who read it daily.

The Evening Journal prints more Chain Grocery Store advertising than any other New York newspaper—morning, evening or Sunday.

The Evening Journal has held this lead in Chain Grocery Store advertising for over five years.

Merchants and manufacturers invariably invest more money for food advertising in the New York Evening Journal because it covers the market intensively and produces results.

**CIRCULATION FOR SIX MONTHS ENDING  
SEPTEMBER 30th, 677,565 DAILY, NET PAID**

*A daily gain of 41,779 over the same period last year.*

# NEW YORK EVENING JOURNAL

*America's largest evening newspaper circulation  
... and at 3c a copy daily, 5c Saturday*

*New York Office*  
2 COLUMBUS CIRCLE, New York City

*Chicago Office*  
913 Hearst Building, Chicago, Ill.



## 203,000 Letters

### Written To Women's Editor Of The Detroit News In 1926

More than 200,000 women during 1926 interrupted their daily tasks to write a letter to the Women's Editor of The Detroit News, seeking aid on some household problem, requesting some particular menu or advice on some confidential problem, too sacred even to be divulged to friends.

Letters are not written easily by busy housewives who have meals to cook, and children to care for. Such a volume of correspondence, therefore, shows an incomparable reader interest and reliance in The Detroit News, that is significant of its place in Detroit homes.

The Detroit News has been the home newspaper for more than half a century. Its Women's Pages have become the household guide—a fact reflected directly in the dominance of The Detroit News in all advertising classifications dependent on home reading or the home purchasing agent for results.

## The Detroit News

The HOME newspaper

Now 365,000 Sunday Circulation

Now 330,000 Weekday Circulation

## Ten Winners Receive 1926 Harvard Advertising Awards

**Q. C. Harn Awarded Gold Medal for His Work as President of Audit Bureau of Circulations**

**P**RESENTATIONS were made to the winners of the Harvard Advertising Awards for 1926 at a dinner which was held at Cambridge, Mass., February 15. The awards totaling ten in number, were announced before a gathering which included, in addition to the winners, members of the juries of award for 1924, 1925 and 1926 and members of the senior faculty of the Harvard Graduate School of Business Administration.

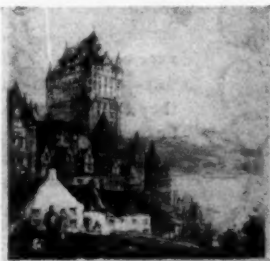
The winners selected by the 1926 jury of awards are: O. C. Harn; The Blackman Company and the Procter & Gamble Company; the Campbell-Ewald Company; the Rome Wire Company and Moser & Cotins; A. W. Diller; the Prudential Life Insurance Company; the Federal Advertising Agency, Inc., and Calkins & Holden. Barton, Durstine & Osborn, Inc., was the recipient of two awards, one of which was in association with the General Electric Company and Lord & Thomas and Logan.

O. C. Harn was awarded the gold medal for distinguished personal service to advertising. This is in recognition of his work as president of the Audit Bureau of Circulations. As reported last week, Mr. Harn has become managing director of the Audit Bureau, which he served as president for seven consecutive terms. His career in advertising, leading up to the position he has just resigned as advertising manager and chairman of the sales committee of the National Lead Company, was outlined in the article announcing his new affiliation with the Bureau.

The Blackman Company, New York advertising agency, and the Procter & Gamble Company, jointly were awarded a \$2,000 cash prize and certificate for the national campaign of a specific product deemed most conspicuous for its planning and execution. In the opinion of the jury of award, this

campaign, which advertised Ivory soap, contributed more to the high standard of advertising than any of the others in its class, being restrained and practical as well as efficiently carried out.

Barton, Durstine & Osborn, Inc.,  
New York advertising agency, in  
association with the General Elec-



*Visit...this next-door Normandy!*

Plenty to do and see, in Quebec? Such a different place—to still, as natives, to *parquer*! Drive from the Chateau Frontenac, stroll through the streets of the walled city, shops, and lovely of your French. Take a cab, or car for a good time the country. You'll see superb views, beautiful earth, real signs in two languages. Can this be America, or this Canada? *Montréal*! A place still based on the St. Lawrence river you'll find it all. (Chicago, just as it was, even now.) You'll see, too, a beautiful view of the city. Go on to

[illegible]

CHATEAU FRONTENAC  
*Rivienne à Québec.*

THE JURY DEEMED THIS MOST EFFECTIVE  
IN BOTH ILLUSTRATION AND TEXT

tric Company and Lord & Thomas and Logan, advertising agency, received the award for the national campaign of an institutional character deemed by the jury most conspicuous for its planning and execution. In the opinion of the jury, the displays and ideas were unusual, the argument itself was of especially high quality and interest, the co-ordination between pictures and headlines was remarkably good, the variety of appeals extremely interesting, and the whole well designed to represent a great industry.

The Campbell-Ewald Company, Detroit advertising agency, was awarded \$2,000 and certificate for

the most excellent campaign in cities or towns of over 100,000 population. This covered a campaign for the Kreider-Rotzel Realty Company, Youngstown, Ohio, which the jury considered the most conspicuous campaign in a relatively limited territory. Credit was given for its artistic

Snowdrift

Waffles piping hot.  
Waffles with syrup.  
Waffles with butter  
and sugar. Waffles any  
way you like them.  
Waffles—and then, of  
course, more waffles.  
For they're as whole-  
some and digestible as  
they are delicious when  
they're made with  
Snowdrift—a rich,  
creamy shortening so  
pure and fresh that it's

Good To Eat

THIS WAS CHOSEN FOR EFFECTIVE USE OF  
TYPOGRAPHY

merit, good copy, and its atmosphere of quality. It introduced a practically new idea in real estate advertising, that of appealing to the man in the family one day, and to the woman on the next.

There was no award this year for a local campaign of an institutional character.

The Rome Wire Company, Rome, N. Y., and Moser & Cotins, Utica advertising agency, jointly received the first award in the Harvard series for the best campaign in industrial, trade or professional publications. Provision was made last year for such an industrial advertising award. The jury felt that the Rome advertisements had attracted immediate interest to the various needs for wire and that the advertiser had overcome difficult problems in a dignified manner.

Due to the lack of any outstanding merit in the material brought before the jury, no award was made for a local campaign in cities

of less than 100,000 population. The prize will be offered again next year.

Four awards of \$1,000 each and certificates were made for distinguished individual advertisements. The winners are:

A. W. Diller, of The Blackman Company, New York, for an advertisement of the Manufacturers National Bank, Troy, N. Y., entitled "They Saw Europe on Dimes." This was deemed most effective in the use of text.

The Prudential Life Insurance Company of America with recognition to E. Stanley Turnbull, artist, for an advertisement entitled, "The Misery of An Old Man Is of Interest to Nobody." This was considered most effective in the use of pictorial illustration.

The Federal Advertising Agency, Inc., New York, for an advertisement of the Canadian Pacific Rail-

THEY SAW  
EUROPE  
on Dimes

IT was the dream of this man and his wife to travel abroad. They made their dream come true by saving dimes.

Every time they had a cent piece it went into a little bank. Each time the little home bank filled up they deposited the dimes in a Special Interest Account at the Bank.

One fine day this man and his wife set sail for their six weeks trip to the Old World. Old fashioned thrill took them there and brought them safely home.

Though they are people of modest means we count these little banks as the symbols of wonderful success which will be theirs as long as they live.

The moral of this true story is quite plain:

Small better prepared a man is, the further he will go in life as well as in business.

In these gay times, more and more people are turning to the little money deposit banks for the systematic habit of saving with a definite plan of what they want.

Make your beginning now. Start with a weekly deposit—small enough for you to be regular about it—large enough to amount to something worth while in a year's time.

Let us help you more and more every day. When you come to please call on the Special Interest Department.

THE  
MANUFACTURERS NATIONAL  
BANK OF TROY

NEW OFFICE  
FRANKLIN SQUARE

HEADQUARTERS  
86 MADISON AVENUE

THE JURY CHOSE THIS AS THE MOST  
EFFECTIVE IN USE OF TEXT

way, entitled "Visit this Next Door Normandy." This was deemed most effective in both pictorial illustration and text.

Calkins & Holden, Inc., New York advertising agency, for an advertisement of the Southern Cotton Oil Company on Snowdrift. This was recognized as being the



The circle represents all the newspaper advertising published in Indianapolis in 1926.

*The black segment is the portion carried by The Indianapolis News.*

This is a comparison of *six* issues a week, for The News, with *thirteen* issues a week for the rest of the field combined.

The proportion is here indicated in *agate lines*. In *dollars*—advertisers' dollars—the dominance of The News is far more outstanding than on the basis of lines.

It has required 57 years to build this newspaper, and the *kind of results for advertisers* that makes this overwhelming preference your *one* safest guide in the choice of a newspaper in Indianapolis.

# The Indianapolis News

FRANK T. CARROLL, Advertising Director

New York  
DAN A. CARROLL  
110 East 42nd St.

Chicago  
J. E. LUTZ  
The Tower Building

most effective in its use of typography and was one of a group of equal excellence, advertising the products of this company. An award for typography was made for the first time this year.

Barton, Durstine & Osborn, Inc., received a cash prize of \$2,000 and certificate for the award for scientific research in advertising. This was a research titled "Report and Recommendation," for Johnson and Johnson, New Brunswick, N. J., and covered an analysis of the production market.

The jury of awards, which met at the Harvard Business School on January 20, 1927, was composed of the following men: John Benson, of Benson & Gamble, Chicago; S. E. Conybeare, assistant sales manager, Armstrong Cork Company, Lancaster, Pa.; F. C. Kendall, editor, *Advertising and Selling*, New York; W. D. Moriarty, professor of economics, University of Southern California, Los Angeles; A. C. Pearson, chairman of the board, United Publishers Corporation, New York; Harford Powel, Jr., editor, *The Youth's Companion*, Boston; Louis Wiley, business manager, *New York Times*, and professor Melvin T. Copeland and assistant professor Neil H. Borden, of the Harvard Business School.

A special jury on the typography award was made up of: Joseph M. Bowles, William Edwin Rudge Company, New York; Everett R. Currier, president, Currier & Harford, Ltd., New York, and D. B. Updike, Merrymount Press, Boston.

No material from anyone associated with a member of the juries of award was eligible for competition. It should also be noted that only those advertisements were considered which were submitted by concerns entering the competition.

### "The New Yorker" Appoints Western Manager

Howard Baldwin has been appointed Western manager, with headquarters at Chicago, of *The New Yorker*. He has been handling important national accounts at New York for *The New Yorker*.

### Iowa Publishers to Advertise State

The Iowa Daily Press Association, in session last week at Des Moines, voted to spend \$25,000 within the year to advertise business conditions in that State. Due to the fact that many rural banks have failed in Iowa, it is felt that an impression has been created, particularly in the East, that business conditions in that State are poor. It is the object of the association's campaign to correct this opinion.

Speaking of existing conditions, Harvey Ingham, of the Des Moines *Register*, pointed out that the Iowa bank failures were an aftermath of the World War, when local bankers loaded up on farm paper at two and three times its real value. The condition of the banks, however, has no effect upon the purchasing power of the people. Mr. Ingham declared that "Iowa is as fertile a field today for advertisers as it ever was and the Iowa market is as sound as it ever was."

The following committee will have charge of the advertising: Frank Throop, Davenport *Democrat & Leader*; Fred Woodward, Dubuque *Telegraph-Herald*; Eugene Kelly, Sioux City *Tribune*; Robert O'Brien, Council Bluffs *Nonpareil*; George Thayer, Marshalltown *Times-Republican*, and Harry Watts, Des Moines *Register*.

John F. D. Aué, of the Burlington *Hawk-Eye*, was re-elected president of the association for the fourth consecutive time.

### New Business Started by Joseph Husband and D. C. Thomas

Joseph Husband and David C. Thomas, who, for eight years prior to 1921, conducted an advertising agency in Chicago, have resumed business in New York under the old name of the Husband & Thomas Company, Inc. In 1920 Mr. Husband joined Erwin, Wasey & Company, at Chicago, and, lately, has been with the New York office of that agency, in charge of foreign advertising.

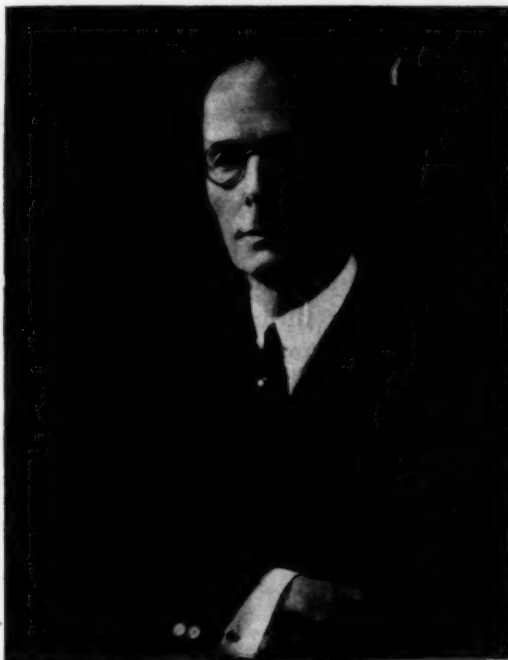
Mr. Thomas, after continuing the old Husband & Thomas agency a short while under his own name, disposed of his interest and joined Lord & Thomas, at Chicago. He was later elected vice-president of the Hoops Advertising Company, Chicago. More recently he has been with Frank Seaman, Inc., New York.

### Loose-Wiles Transfers W. W. Wachtel

W. W. Wachtel, general advertising manager of the Loose-Wiles Biscuit Company, who has been with its central office at Kansas City for the last seventeen years, has transferred his office to New York where he will continue as general advertising manager.

B. C. Lawton, assistant advertising manager, will take more active charge of the work of the advertising department at Kansas City.





## FERRUCCIO VITALE

Noted Landscape Architect, writes—

"I have followed *House & Garden* with interest since its inception. Your publication seems to me to be dedicated to an indispensable service, for it nurtures our instinctive love for the open—for real homes, for trees, for flowers, for shrubs.

"Under your editorship *House & Garden* has reached such a high standard of helpfulness that it is a pleasure to wish you all manner of continued and increasing success."

## HOUSE & GARDEN

*One of the Condé Nast Group*

*All Members of the Audit Bureau of Circulations*

No. 11 in a Series

## Correct Addition with from Your Loss

How simple it is to add First morning paper to First evening paper in order to get the largest possible combination circulation!

In fact, you should do this: — make up your own *optional* combinations — where you are *compelled* to buy both morning and evening editions as a unit, as in Boston.

It is the logical and profitable method of figuring — *to compare combinations with combinations rather than with individual papers.*

Note the result:

| Combination  | Circulation | Milline |
|--|-------------|---------|
| 1st combination ( <i>optional</i> )<br>American & Post       | 655,300     | 1.68    |
| 2nd combination ( <i>optional</i> )<br>American & Advertiser | 415,584     | 1.68    |
| 3rd combination ( <i>compulsory</i> )<br>Globe, Eve. & Morn. | 273,240     | 1.83    |
| 4th combination ( <i>compulsory</i> )<br>Traveler & Herald   | 250,998     | 1.99    |

### Boston American Boston Advertiser

# will Subtract Boston Worries

There are 12 Sunday newspapers published in 10 cities in 5 New England States outside of Boston. (Connecticut excluded)

The circulation of the 12 papers combined totals 327,866 or 162,722 less than the total circulation of the Big Boston Sunday Advertiser.

Furthermore—the Big Boston Sunday Advertiser sells to 151,000 more families than the second largest Boston Sunday newspaper; 168,000 more than the third paper; 45,000 more than the third and fourth papers combined; and to 367,000 more than the fourth Boston Sunday newspaper.

| Paper             | Circulation | Milline |
|-------------------|-------------|---------|
| Sunday Advertiser | 490,588     | 1.53    |
| Sunday Post       | 339,486     | 1.62    |
| Sunday Globe      | 322,395     | 1.72    |
| Sunday Herald     | 122,750     | 3.26    |

**Boston**  
**Sunday Advertiser**

## Where Are Yesterday's Customers?

Some of the energy and ammunition spent on prospects and new customers might well be diverted to getting the old ones back on your books, and to strengthening your hold on the good stand-bys of the present.

The right sort of institutional book, or a series of mailing pieces written in the right key, would help to strengthen existing ties or to renew old friendships.

We like to be consulted about problems of this sort.

**CHARLES FRANCIS PRESS**

461 Eighth Avenue      Telephone Lackawanna 4300

Printing Crafts Building, New York

# How the Audit Bureau of Circulations Came into Existence

The Details of the Circumstances Surrounding the Birth of This Organization

By Hugh Brennan

President, The Brennan-Phelps Co.

THE idea of the Audit Bureau of Circulations was really conceived in 1912, or about two years prior to its being launched as an organization at Chicago, at its first convention in the La Salle Hotel in May, of 1914.

Since that time, much water has gone over the dam and some of those who sat in the councils of that original organization have passed on over to the other side.

Among these men is Stanley Clague for whom I worked in the Clague agency in 1912, having become associated with him in 1910. I severed my connection with that agency in 1914, shortly after the A.B.C. was established.

Mr. Clague had much to do with organizing the A.B.C. As a matter of fact, it was through his aggressive co-operation in organizing the various men in a composite group that the Bureau really became possible.

I originated the Audit Bureau of Circulations.

It will be recalled that there existed an unsavory and unstable condition among publishers, agents and advertisers in those days. In its original form, the A.B.C. comprehended a very great deal more than auditing of circulations.

In the old days, there was a spirit of mistrust; the publisher did not have a great respect for the advertising agency; the agency had just as little respect for the publisher, and the advertiser had no respect for either of them. This thought was indelibly impressed upon the men who, at that period, were buying space on the basis of circulation, and many circumstances tended to emphasize, in the minds of the space buyers, the fact that such a condition did exist and would continue to exist.

This condition was not accepted

as something that was caused by the circulation methods of the publishers, but it was a general feeling of distrust and lack of confidence, and in the organizing of the A.B.C. it was hoped that something could be accomplished which would bring the three factors of the advertising business together in closer harmony for a mutual understanding of their problems; that the advertising business would be more nearly stabilized and every factor would be benefitted.

Now, the common ground upon which these factors could be brought together for mutual interest was circulation. For, after all, it was the commodity bought and sold by the principals in the advertising business.

## THE PLAN IS SUBMITTED

The thought was submitted to Stanley Clague by the writer, in the summer immediately following the convention of the Associated Advertising Clubs of the World held at Baltimore. It was on the day Mr. Clague returned to his office in the Otis Building from that convention that this whole idea was submitted to him by the writer in the presence of Arthur Lynn who, at that time, was advertising director of Montgomery Ward & Co., then one of our clients.

I told Mr. Clague and Mr. Lynn that I had a plan of this kind formulated for about a year and a half; that it was then transcribed and in my desk. I showed it to them.

I left for Boston that day, which was June 21, 1913, and returned to Chicago on the thirtieth of that month. Immediately on my return, Mr. Clague and I went over the matter pretty thoroughly, and he agreed that it was not only feasi-

ble and practical, but that it would redound greatly to the benefit of the advertising business.

On the first Saturday of July, in 1913, Mr. Clague and the writer called on William Field, then general manager of the Chicago *Tribune* and during the afternoon in conference with him on the subject, it was agreed by him that such an organization should be formed and perfected. We then proceeded to discuss the proposition with many publishers; some agreed and some did not agree that it would be beneficial.

Now, about this time it will be remembered that the Advertisers Audit Association was in existence and was just about to be discontinued. At that time, we were handling the Pabst Brewing Company advertising and Fred Squier, the advertising manager of that company, was one of the directors of the A.A.A. Mr. Squier was consulted and we then had a meeting with Louis Brusch who, I believe, was then head of the A.A.A. These men agreed that it was a good idea and as I recall it they then corresponded with the Eastern members of the three A's to secure their reaction.

Mr. Clague and the writer became very active on this in the summer of 1913, up to the late fall of that year. Sufficient encouragement had been received in many directions to justify the forming of the organization and we began setting down the names of the men upon whom we could depend for co-operation in completing this work.

In the middle of December, 1913, the news came to us, that Russell Whitman, then manager of the Boston *American*, was to leave that position on January 1, 1914. Mr. Clague sent for Mr. Whitman who came to Chicago and on Sunday, January 4, 1914, Mr. Clague phoned me at my home and asked me to be at the office during the day. On my arrival there in the Otis Building, I found Mr. Clague and Mr. Whitman, and Mr. Clague then asked me to set forth to Mr. Whitman the entire proposition from the beginning. Mr. Whit-

man, from that time on, assisted in the organization of the A.B.C.

We had, over the previous several months, secured the good-will of some very important publishers, advertisers and some agencies, and it then came down to the point of actually securing memberships.

I secured the first membership for the A.B.C. on a signed contract.

The first check for the A.B.C. was sent to me, personally, the amount of money represented by this check being based upon the circulation of the paper. This check was from Lafayette Young, Jr., of the Des Moines *Capital*, and he was registered as the first member of the A.B.C.

We then began drafting forms of contracts and also began to send out letters to various interests. Meanwhile, through the suggestion of Mr. Bruch and Mr. Squier, Mr. Clague went to New York and at that time, I believe, had a meeting with Mr. Harn and Mr. Erickson, of the Erickson Company, and some others whom I do not recall just now.

The Chicago group of men by that time had grown so that it included not only Mr. Squier and Mr. Bruch, but Mr. Merritt, of Armour & Company; Mr. Grandin, of the Postum Cereal Company; G. H. E. Hawkins, of the N. K. Fairbank Company; Harry Dumont, of the Pacific Borax Company, and others.

At this time, it was decided to secure the good-will and the co-operation of the publishers' representatives in Chicago. I appeared before the special meeting of the Chicago Publishers' Representatives in February, of 1914, and secured their endorsement of the plan and the promise of their co-operation with their publishers, which incidentally was given in a whole-hearted manner.

By this time, the three A's had decided to disband and merge their interest with the new organization and in this way the New York group of men, who were members of the three A's, became a part of the present A.B.C.

From that point on, the organi-

# "Such Popularity—"

The ever-increasing popularity of the Chicago Evening American is vividly reflected by the January circulation statement.

## 573,224

Daily Average Net-Paid

which is a gain of 85,791 copies daily over January, 1926.

And this tremendous circulation is HOME circulation and concentrated within the TRUE Chicago market.

### CHICAGO AMERICAN

A good newspaper

zation began to take shape so that by early spring we were able to issue a call to all of those who had indicated a desire and a willingness to go into the new organization on the basis as outlined.

A convention was called for May, of 1914, at which it will be remembered more than 400 delegates attended from the various parts of the United States or were represented by proxies. This convention lasted for three days and Russell Whitman was elected the first managing director of the Audit Bureau of Circulations.

The rest of the story of the A.B.C. is of such recent happening that it is easily within the memory of every man interested in it, but the foregoing is an exact and accurate statement of fact and is very modestly offered for no other purpose than to straighten the record. Incidentally, this statement of facts can be substantiated by documentary evidence.

### Winston-Salem "Journal" Buys "Twin-City Sentinel"

The Winston-Salem, N. C., *Twin-City Sentinel* has been bought by the Winston-Salem Journal Company, publisher of the *Winston-Salem Journal*. The *Twin-City Sentinel* will be continued as a separate entity and will not be consolidated with the *Journal*. Frank E. Gannett, publisher of the Gannett newspapers, purchased the *Sentinel* last August. The *Star*, published by the Journal company has been discontinued.

Warren M. Ingalls, who was secretary-treasurer and business manager, and W. M. Clemens, who was vice-president of *Sentinel, Inc.*, will rejoin the Gannett organization in New York State.

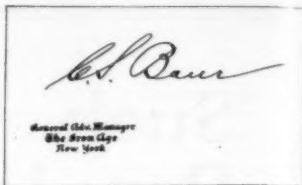
### Harry Lee Publishing Company Appointment

John Bennett, formerly with the Ailing & Cory Paper Company, New York, has been appointed sales manager of the Harry Lee Publishing Company, Inc., at Riverhead, N. Y.

### Appointed by Denver Chamber of Commerce

Charles D. Roth, recently with the *Mountain States Banker*, Denver, Colo., has been appointed director of publicity of the Denver Chamber of Commerce.

Frank S. Ellsworth, formerly on the staff of the Toledo, Ohio, *News-Bee*, has been appointed publicity secretary of the Toledo Chamber of Commerce.



### Signature Ties Up Business Card and Letters

THE IRON AGE  
NEW YORK

Editor of PRINTERS' INK:

The article by Roland Cole appearing in the current issue of *PRINTERS' INK MONTHLY* was of particular interest to me in as much as some years ago I endeavored to adopt an individuality in my calling cards that would tie-up with our direct work with prospects and advertisers.

Every letter sent from this department is signed with my name and because of the many years of contact with the trade, it occurred to me that a personal calling card with a facsimile of my signature engraved on it, would tie-up with the thousands and thousands of letters going out of this department.

Many times in my travels on making calls, comments have been made to me regarding the signature as shown by the attached card, and I believe that a real personal contact has been helped through its use.

It just occurred to me that you might be interested.

THE IRON AGE,  
C. S. BAUR,  
General Advertising Manager.

### Cluett, Peabody Reduces Good-Will Account

Cluett, Peabody & Company, Troy, N. Y., Arrow shirts and collars, have written \$3,000,000 of their good-will from their total surplus account. The total value of good-will and trade names carried on the company's statement at the end of 1926 now totals \$6,000,000. Good-will previous to 1925, was carried at a valuation of \$18,000,000.

Net earnings for 1926, after charges and taxes amounted to \$1,772,223.

### Refrigerator Account for Detroit Agency

The Universal Corporation, Detroit, electric refrigerators, has appointed Austin F. Bement, Incorporated, advertising agency, also of Detroit, to direct its advertising account.

### B. J. Reynolds Joins "Liberty"

B. J. Reynolds, formerly with the Capper Publications as Chicago manager of the Capper Farm Press, has joined the Chicago advertising staff of *Liberty*.



# *Congratulations to the New York Times Rotogravure Section*

Of all rotogravures in the United States, it alone surpassed the Boston Herald in Rotogravure advertising lineage during 1926.

The Boston Sunday Herald Rotogravure—second in the country—carried 793,672 lines during the year. This was a gain of 83,707 over the preceding year.

This imposing total is a remarkable tribute to the vitality of the Sunday Herald circulation as evidenced by the estimate that advertisers (both local and national) have placed on it as expressed by their advertising purchase of Rotogravure space.

## **BOSTON HERALD-TRAVELER**

**Advertising Representative:**

George A. McDevitt Co.  
250 Park Ave., New York,  
N. Y.

914 Peoples Gas Bldg.,  
Chicago, Ill.



For six years the Herald-Traveler has been first in National Advertising, including all financial, automobile and publication advertising, among Boston daily newspapers.

# *The* HOUSEHOLD MAGAZINE

APRIL, 1927

VOL. 27—No. 4

10 Cents

*In This Issue ~**A Love Story With the Charm of the South Seas Setting**The Shadow of the Palm**by* Beatrice Grimshaw

# *The* HOUSEHOLD

"THE MAGAZINE"

## Children, too,

are an important concern of The HOUSEHOLD MAGAZINE. The needs of every member of the Main Street family are actively served by The HOUSEHOLD MAGAZINE. Reader interest is constant—the buying decisions in 1,650,000 Main Street homes are largely influenced by this foremost publication in the Main Street field.

---

CHICAGO: 608 South Dearborn Street  
NEW YORK: 120 West Forty-Second Street  
SAN FRANCISCO: 201 Sharon Building

ARTHUR CAPPER  
*Publisher*

D. M. NOYES  
*Advertising Manager*

# MAGAZINE

OF MAIN STREET"

**newspaper  
circulation isn't  
worth a pound of  
dandruff if it is  
not where the  
newspaper is *published*  
the Detroit Times  
confines *its* selling  
activities to the  
inhabitants of greater  
Detroit and even  
then advises use  
of an added  
evening paper to  
*cover the field right.***

# Western Union Decides to Help the Good Old Saint

Corporations Have No Souls? Look What Western Union Is Doing to Make Saint Valentine's Task Easier

By Heywood Broun

THEY say a corporation has no soul, but I say look at the Western Union. Last Christmas the company sent a folder showing how I could wire Christmas greetings simply by mentioning a number at any branch office. The wording of the good cheer was already prepared by a company official called, I suppose, Assistant Supervisor of Sentiment.

And now Valentine's Day approaches. I make this statement not on my own authority but through the assurance of the Western Union. In this bitter world, sweating and striving in the struggle for existence, I might easily forget February 14. I'm a business man, and my days and nights are often given over to concern and wonder as to whether I have any money in the bank. I make big deals by day and dream of them by night. My spirits are apt to rise and fall with American Sumatra Tobacco. Often I wake in a cold sweat after some nightmare in which I have watched our entire currant crop destroyed by the boll weevil.

And in this harsh world it is well that there should be some organization not limited and bound by thought of profit and loss. It was with a distinct thrill, then, that I opened the envelope yesterday morning and perceived in the very center of the little folder a great red heart inscribed, "For my valentine," and underneath it, "Western Union." I never knew they cared.

My assumption had been that our relations were purely professional and perfunctory. The last time I entered one of the branch offices the young woman in charge did not so much as wink at me. She

seemed entirely cool and distant as she asked: "And so you want it to go collect." It's true I heard from the back of the room a distinctly rhythmic pulsation, but I never took it for heart throbs. I thought it was merely the clatter of telegraph keys.

\* \* \*

And so once again Valentine's Day approaches. In all truth I will confess I probably should not have remembered save for the fact that the Western Union nudged me.

"In the old days," says the folder, "Valentine sentiments were framed in lacy frills and furbelows, and then dropped to rest in the depths of a mail box; there was no better way.

"Today the distinctive valentine is a telegraphed billet-doux that speeds swiftly and true as Cupid's dart. It is then delivered on a special blank—in a special envelope."

\* \* \*

Some might object that the Western Union in taking over the functions of Eros is too meddlesome, but this is decidedly captious, for a large range of choice is left to any one who wishes to lay his heart by wire at any feet. Nor do I understand that the company places any limit upon the number or destination of protestations of complete affection which any individual may send. If you choose to be poetic the Western Union will serve as your bard, and if you bridle at this form of expression the list of numbered messages also contains sentiments expressed in good, bluff, manly fashion. Consider, for instance, No. 6:

"I lost my heart around somewhere.

"Just give me yours, and I'll call it square."

\* \* \*

You don't like that, eh? You

say that you are no great mush like the Western Union Telegraph Company? All right, be patient and look at No. 11.

"No fuss or feathers, no Cupids or hearts. Just a warm, friendly greeting on Valentine's Day."

\* \* \*

The latter message I would call a good business man's valentine but for the fact that it goes seven words over the traditional ten. Still, in the end this might be much cheaper than some of the other messages on the company's list. I don't see how it would be possible to take anybody into court on the basis of "Just a warm, friendly greeting." Not always is the Western Union so careful to keep passion and definite commitment out of the telegrams it recommends to its client. There's dynamite in No. 2:

"I like you, I love you, I want you all the time, so please wire me back that you'll be my valentine."

\* \* \*

Here the company has been guilty of a slight oversight. Nowhere in the folder is there any list of suggestions for the use of those who contemplate answers to the form valentines. Such a list would have taken up very little space. It might simply read:

"1. Yes."

"2. No."

Still, to me the "I like you, I love you" valentine is the most appealing of the whole Western Union dozen. I rather suspect that there's a tender little story behind it. The Assistant Supervisor of Sentiment for the Eastern Division is still a young man. He was, as I have already intimated, chosen for his sensitivity and his sympathy for the love problems of others. Very probably he ran an "Advice to the Lovelorn" column before his services were snapped up by the great corporation. Obviously, the Western Union possesses a soul, but just as obviously life in its service cannot be continually a round of romance. It has its stocks and bonds and wire troubles. As Valentine's Day, 1927, approached, the Assistant Supervisor of Sentiment was worried. "Am I grow-

ing hard?" he said, to himself. "Can not it be that the life has got me?"

Sitting at his great flat topped desk he summoned Miss Higgins, and undertook to dictate to her a line of valentine verse for the spring rush. "When I have been here twenty-five years will I, too, be as efficient as Miss Higgins?" the Assistant Supervisor thought to himself. "I wonder where she gets shoes as common sense as that."

There seemed to be no snap or fire in the telegrams which he devised. Wearily he said: "That'll be all, Miss Higgins," and then, as a new thought struck him, "Will you please ask Miss Sylvia Darcy to step in?"

He heard the rustle and the crinkle of her as she approached. Looking up was too dangerous. "Miss Darcy, will you take a letter," he said, in the same firm tone that had been suggested in the course he once took in "How to get ahead in business." Sharply he rapped his right forefinger on the glass-topped desk. That was also in the course.

"I like you," he began, and then hesitated. "Business is business" was the phrase which pounded in his head, but up behind it came another rider with a different and a louder clatter, drowning out the slogan to which he clung. Everything seemed to go black before his eyes. He was only whispering when he said, "I love you. I want you all the time"—They are to be married in May, and that's how No. 2 on the Western Union's list of valentine suggestions came to be written.

Has the legal department of the company ever considered the possibility of having to defend a suit brought by some one who was induced to marry on account of one of its recommended valentines? There is at least the possibility that one might woo by Western Union and repent by Postal.

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The Northwest National Bank of Portland, Oreg., has appointed the Portland office of the Botsford-Constantine Company, advertising agency, to direct its advertising account.

# Selling Real Estate in New York

THE WORLD has been one of the most powerful newspaper factors in the selling of New York homes. Where building activity is at its height, where new homes are being occupied as fast as builders can complete them, *there* you will find the full circulation strength of THE WORLD.

As an indication of the broad appeal of WORLD Real Estate Advertising, Harry D. Lott of the Bronx writes:

"I cannot refrain from testifying to the excellent results I received from the following little four-line advertisement in your 'Farms Wanted' column:

I HAVE buyers waiting for farms and road-stands; list with me for quick sales. HARRY D. LOTT, Farm Specialist, 391 E. 149th St., Bronx.

"I ran this for three days over the last week-end and to date I have received 351 answers by mail and telephone. This is indeed remarkable, and I can assure you that I shall continue to advertise in your wonderful paper."

Mr. W. R. Irons, President of Flatbush Estates, Brooklyn, states:

"It pleases me to write and tell you of the wonderful results we received from our advertisement in last Sunday's WORLD. Although we had a bad week-end for real estate, the results exceeded by far our utmost expectations. We have already sold four houses from this advertisement and expect to sell several more this week."

**The World**

NEW YORK

Pulitzer Building  
New York

Tribune Tower  
Chicago



## How a Bank Welcomes the New Stockholder

**M**ANY corporations have a letter which they send to new stockholders. In some instances, the letter is merely a short note from the president of the company or from some other executive officer, welcoming the new stockholder to the corporate family. Other letters go a step farther and make a courteous bid for co-operation.

A fine example of the latter type is the letter that is sent to new stockholders by the Bankers Trust Company, New York. The letter is signed by Albert A. Tilney, president of the company, and reads:

I note with pleasure that you have become a stockholder of the Bankers Trust Company and, in view of your interest, I feel justified in asking your co-operation in our efforts to increase the business and the usefulness of this institution.

Much of the company's success may be attributed to the support received from its stockholders, many of whom watch for opportunities to direct business to us. We trust that you will feel a similar interest and, if any occasion arises where the company through any of its departments can serve you or any of your acquaintances, that you will be kind enough to let us know.

As you are doubtless aware, our customers are free to use our downtown office at 16 Wall Street, the Fifth Avenue Office at Fifth Avenue and Forty-second Street, or the Fifty-seventh Street Office at Madison Avenue and Fifty-seventh Street for making deposits, cashing checks, and transacting any other banking or trust business. In addition, our Paris and London Offices are particularly designed to take intelligent care of the requirements of our customers when they are abroad.

Let me assure you also that you are invited to consult freely with the company's officers at any time.

## W. L. Houghton Joins Byron G. Moon Agency

Walter L. Houghton, formerly general manager of the Luxite Silk Products Company, Milwaukee, manufacturer of hosiery and underwear, has joined The Byron G. Moon Company, Inc., Troy, N. Y., advertising agency. He will have charge of the agency service department of the New York office. At one time Mr. Houghton was vice-president of the Redfield Advertising Agency, Inc., New York.

## Douglas Fir Interests Plan Merger

Representatives of about forty companies in the Douglas fir industry met at Chicago recently to take some action toward an eventual consolidation of the lumber interests of the West Coast.

A detailed study of the industry is to be made and a scientific plan conceived for accomplishing this merger, but it may be two years before the necessary data can be compiled.

Participation in the consolidation, after data on the resources and operating conditions of the units have been secured, will be left entirely to the choice of the key companies which will be selected to form the merger.

The committee which has been selected to make the survey will seek to locate units that can be welded into a rounded out corporation embracing logging, milling, transportation and sales. It is hoped that from sixty to seventy key companies may be chosen for the merger.

## Williams & Cunnyingham Add to Staff

William C. Fall, for a number of years art director of The Ethridge Company, New York, and more recently with the Wm. H. Rankin Company, has joined Williams & Cunnyingham, Inc., Chicago advertising agency, as art director.

A. B. Carson, formerly with the Potts-Turnbull Company, Inc., Chicago advertising agency, also has joined Williams & Cunnyingham as a member of the copy department.

## Idaho Legislature to Provide Advertising Fund

The State Legislature of Idaho recently decided to provide money to advertise the resources of the State. No committee or commission has yet been appointed to take charge of the campaign but it is probable that this will be done shortly. The agricultural and industrial advantages and the scenic attractions of the State will be stressed in the campaign.

## Brooklyn "Daily Eagle" Appoints Advertising Manager

Harry T. Madden has been appointed advertising manager of the Brooklyn, N. Y., *Daily Eagle*. He was formerly manager of the *New York American*. He joined the *Daily Eagle* a year ago to handle its Manhattan business.

## Advanced by International Derrick and Equipment

Harry A. Patzer, of The International Derrick and Equipment Company, Columbus, Ohio, has been made assistant advertising manager.



# Not By Gumbo Alone----



is New Orleans' menu famous, nor yet by her other headliners—oysters Rockefeller, pompanon en papillote, her bouillabaisse and other evidences of Creole perfection in the art of living, a perfection and a fame attained because New Orleans takes her three meals a day (and coffee, of course) seriously.

There is no more appreciative, responsive market for food products than New Orleans, and no better, more effective way of reaching the housekeepers who plan these meals than through the columns of *The Times-Picayune*, the newspaper that has been a member of the family for four generations.

## Food Advertising, New Orleans Newspapers, 1926

|                         |                 |
|-------------------------|-----------------|
| The Times-Picayune..... | 1,135,496 lines |
| The Item.....           | 343,784 "       |
| The States.....         | 234,789 "       |
| The Tribune.....        | 729,493 "       |

The Times-Picayune has the largest circulation, daily and Sunday, city and market radius, home-delivered of any New Orleans newspaper.

# The Times-Picayune

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## IN NEW ORLEANS

*Members 100,000 Group of American Cities, Inc.*

*Representatives: Cone, Rothenburg and Noe, Inc.  
Pacific Coast Representatives: R. J. Bidwell Co.*

## Which Yardstick

There are those who judge newspapers by comparing the total amount of advertising—of all kinds—which appear in their columns during the year.

On that basis—the Sunpapers run first by a wide margin in Baltimore!

There are others who measure a newspaper's advertising value by studying the space used by such shrewd appraisers as the local merchants.

On that basis—the Sunpapers show tremendous leadership in Baltimore!

There are still others who form their opinions by noting the number of columns of classified advertising.

On that basis—the Sunpapers' position at top of the list in Baltimore

# Do You Use?

is so secure as never to have been seriously challenged!

No matter which yardstick you use — no matter what your favorite method of analysis may be—

On any basis—the Sunpapers are certain to head your list for Baltimore!

---

Average Net Paid Circulation for Month  
of January, 1927

**Daily (M & E) 252,137**  
**Sunday - - - 194,897**

Gain of 7,117 Daily and 7,918 Sunday  
Over January, 1926

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*Everything in Baltimore Revolves Around*

**THE**  
**MORNING**



**EVENING**

**SUN**  
**SUNDAY**

JOHN B. WOODWARD,  
Bowery Bank Bldg., 110 E. 42nd St.  
New York

GUY S. OSBORN  
360 N. Michigan Ave.  
Chicago

C. GEORGE KROGNESS, First National Bank Bldg., San Francisco

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**BALTIMOREANS DON'T SAY "NEWSPAPER"**  
**—THEY SAY "SUNPAPER"**

## Fulfilling an Obligation

**D**AIRYMEN and their families have little in common with the wheat grower, the cattle rancher, the cotton and tobacco producer or the fruit and vegetable grower. His problems demand a distinct and individual type of a farm paper.

In all dairy farming communities, the problem of breeding, milk production, marketing and dairy-farm management are similar. His income affords a higher standard of living and social life. His home is modern. His equipment for the farm and dairy is of the best. . . These facts have determined The Dairy Farmer's editorial policy, the character and distribution of its circulation.

The general farm paper falls short of fulfilling the dairyman's needs. Therefore, The Dairy Farmer has become the one farm publication designed distinctly for the dairyman and his family, recognizing that the industry is nationwide and not confined to one state.

*Any well-rounded campaign directed to the American farm should include The Dairy Farmer. It reaches the best class farms—the dairy farms—Nationally.*

**THE**  
**Dairy Farmer**

E. T. Meredith, Publisher

**"The National Dairy Farm Magazine"**

# Another Orphan Product Is Adopted by Advertising

Binder Twine, One of Those Products That "Can't Be Advertised." Is Being Advertised Successfully

By Roland Cole

IT would be difficult to find a more convincing list of reasons why a product could not be successfully advertised than the conditions which existed for years in the binder twine field. Yet now that binder twine is being advertised, every reason formerly advanced as a reason for not advertising is now given as an important reason for advertising.

For many years binder twine has been one of those orphan products that seemed to come from nowhere in particular and to disappear in the same casual fashion. Farmers use it during a short season and have always looked upon it as just another item of unavoidable expense. They bought the cheapest twine they could find, and thought no more of the matter. Nobody knew or cared who made it.

In other words, binder twine was a bulk product. The hardware and implement dealer ordered his supply of binder twine without regard for consumer demand for particular brands.

Due to the average farmer's indifference to the various makes of binder twine on the market, many evils have crept into the production and merchandising ends of the business. It has been the custom to package twine in bales of ten 5-pound balls, or six 8-pound balls, though most makes of twine

are now baled in 8-pound balls. An 8-pound ball is supposed to contain an average of 500 feet of twine to the pound; some of the superior grades run 550, 600 and 650 feet to the pound.

Manufacturers of some of the

## Explodes the theory

that one binder twine  
is just as good as another

A FACTS TALKER'S EXPERIENCE

You probably know how I used to feel about binder twine. Bought the cheapest. Why not save a few cents per ball? What's the difference? Twine is twine.

Each year I'd curse the binder along. A weak spot in the twine—break. A knot catching in the needle—break! I thought my back would break too—with so much re-twining. Then, near the end, each ball would collapse and tangle up in the twine can.

Result—wasted twine and time! Wasted grain from loose bundles.

**Plymouth twine stronger and better**

Last year I happened to mention my trouble with twine to an implement dealer. He suggested a remedy—Plymouth Twine. I was skeptical. How could Plymouth be better than the others? But hope springs eternal, so I tried it!

Oh man, what a difference! Stronger—yes! Evenly spun—yes! No breaks, curls, or tangles. All the old grief of harvesting disappeared.

**More length per pound in Plymouth**

And I've discovered that Plymouth twine gives me more "twine" worth. My farmer's club made actual measuring tests, and found that Plymouth runs to tagged length guaranteed to the pound, while cheap twine runs 2% to 10% shorter. I win all way round by using Plymouth!

\*Plymouth Twine is spun 550, 600, 650 and 700 feet to the pound. Last is guaranteed length on tag.



Plymouth binder twine is made by the makers of Plymouth rope.

## PLYMOUTH

the six-point binder twine

PLYMOUTH CORP.  
CHICAGO  
MADE IN U.S.A.

MUCH OF THE COPY IS WRITTEN IN THE FIRST PERSON



Plymouth—most economical:

The six-point binder twine

1. It's longer—full length to the pound—no allowance on the tag.
2. It's stronger—no breaks, no curls, no tangles.
3. It's even—no thick or thin spots—no "weak" spots.
4. It's better wound—no tangles.
5. It's most suitable—runs off by its own weight.
6. It's most useful—guaranteed length and maximum tag to every ball.

You can easily see Plymouth's length on almost any tag. The tag says "Plymouth".

Take a ball of Plymouth and any rope of the same weight and length as yours. The same length is marked on the tag. Now, after the tag is cut, the tag will show the difference between the two.

varies from one to several cents cheaper per pound than the superior grades.

The Plymouth Cordage Company, manufacturer of Plymouth rope and binder twine, decided that an advertising campaign on its binder twine would persuade farmers to ask for Plymouth twine by brand name. Before starting to advertise, however, the company undertook a study of the field in order to uncover useful information that would be of advertising value. This survey brought to light a number of highly interesting points.

Among the things the company wanted to verify were: (1) how much the farmer really knows about binder twine; (2) how much he knows about the merits of the competing makes of twine; (3) when he decides to buy and when he actually buys. Besides seeking information on these points, the company sought guidance in its selection of mediums, the proper time to advertise, what territories to cover, and the selling arguments to feature in the copy.

The survey confirmed the generally accepted impression which has been current for a long time in the binder twine field, namely, that to the average farmer, twine is twine. He is only vaguely conscious of differences in brands. He thinks of harvest during the months of May, June, July and August, but he waits to buy twine until harvest is upon him. Questions asked of farmers, however, brought out certain facts which proved the desirability of good quality in binder twine.

Another point brought out by this pre-campaign investigation was the extent and nature of prison competition. The total quantity of binder twine produced annually in the United States and Canada is about 300,000,000 pounds. Of this total, the American farmer consumes around 220,000,000 pounds in normal years. There are eleven manufacturers in this country supplying the demand besides nine State prisons producing around 55,000,000 pounds by convict labor.

The prison-made article has to

be sold on a price basis. Its makers cannot boast of its source, as there is opposition to prison-made goods in many communities.

The advantages to the farmer of buying trade-marked twine were so clear from this survey of conditions as to need no comment. The company decided to key its advertising story to six points, under the caption, "Plymouth—more economical: the six-point binder twine." Each advertisement carried this list, as follows:

- (1) It's longer—full length to the pound as guaranteed on the tag. (2) It's stronger—less breaking, less wasted time, less wasted grain. (3) It's even—no thick or thin spots—no "grief." (4) It's better wound—no tangling. (5) It's insect repelling—you can tell by its smell. (6) It's mistake-proof—printed ball and instruction slip in every bale.

Twenty-two farm publications, covering twenty-two States, with a combined circulation of 2,282,931 were chosen. A broadside, unusual as to size and appearance, was laid out to tell the story of the advertising campaign to the distributor and dealer. This broadside, by the way, is so striking and comprehensive in get-up that a very large share of the campaign's success must be due to its effectiveness.

It is made to resemble a huge ball of binder twine. That is, it is a four-page folder, the outside front and back pages being printed in imitation of a ball of twine, complete with tags, thumb-tacks, stenciling and everything. Opening this enormous folder, the two inside pages present the details of the campaign. On the left are reproductions of the farm periodicals, a list of the twenty-two States, with lists of the counties under each and figures showing the number of farms in each county and total circulation of the papers in each county. In large red type is the caption, "Your customers read one or more of these twenty-two farm papers. See for yourself how well the farmers in your own State and county will be covered with Plymouth Binder Twine advertising."

The right-hand page gives the details of the campaign in a most graphic and comprehensive manner. Almost at a glance, the dealer sees

*Success Magazine Corporation*

*announces  
the election of*

A. C. G. HAMMESFAHR

*President*

FREDERICK C. LOWREY

*Chairman*

*and the appointment of*

DAVID ARNOLD BALCH

*Editor*

a reproduction of one of the farm-paper advertisements, a tabulated statement of the circulation by periodicals, a group of dealer help material, the scope of the campaign from the standpoint of copy and the six points upon which the sales arguments are based, and a coupon for further information.

The twenty-two farm publications carry the story to the farmer. The advertisements, which started with the November and December, 1926, issues occupy three columns by 126 lines. Their distinguishing features are two illustrations, one of a smiling farmer holding up a ball of Plymouth binder twine, with a bale of the twine a part of the picture; the other a smaller illustration of the "milk can test" or the "road test"; copy set in the form of a message written "By a Thrifty Farmer"; a tabulated list of the six points, already referred to; with the words of the caption and the name, "Plymouth," in bold display.

The stories of the milk can test and the road test are interesting, particularly as both of these tests were discovered in the course of the preliminary study of field conditions. They were being used sometimes by individual farmers and sometimes by granges and co-operative groups. In the milk can test, a farmer takes samples of as many kinds of binder twine as he wishes to test. With each piece, he ties up a milk can to a beam. The cans are gradually filled with water. The strongest twine holds up the most quarts of water.

The illustration of the road test shows three men out on a country road each holding the end of a piece of binder twine. One of the three men is further down the road than the others, and a heading in the picture near him reading, "Plymouth longest." At the side of the illustration is this caption: "You can easily test Plymouth's length per pound against any other twine. The experiment pictured at the left has been made frequently. Take a ball of Plymouth and any twine of the same weight and tagged as being the same length per pound and unwind

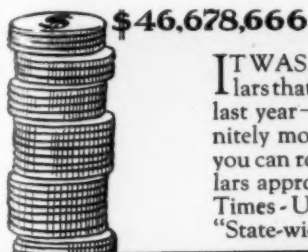
them down the road. Then measure the length. Plymouth twine wins out—7 per cent to 16 per cent longer than cheaper twines."

The copy story of each advertisement is indicated by the captions. The first advertisement is headed, "Counted the bundles, and made a discovery worth money to all farmers." The second reads, "Cheated myself—bought only on price—thought I was saving money." The third, "Explodes the theory, that one binder twine is just as good as another."

A list of five periodicals going to hardware, implement and vehicle dealers carries the story to the dealer. This campaign began with a two-page spread in the November issues, the outstanding feature of which was the campaign to the farmer. Reproductions of the farm papers were used as a border design for the two-page display, a panel in the left page margin reading, "Which of these farm papers do your customers read?" followed by a list of them. Succeeding advertisements emphasized other features, such as circularizing dealers' prospects, thus described in the copy, "Be sure to mail us your farmer prospect list early. We will send each one a letter and leaflet about Plymouth—telling the prospect you sell Plymouth—and enclosing a useful memorandum book." In response to requests sent in, the Plymouth Cordage Company sent out between 200,000 and 250,000 of these letters to farmers, each one accompanied with a folder and memorandum book. This folder, like the dealer broadside, was made to resemble a ball of twine. It was much smaller than the broadside; when folded once it fits a legal-size envelope.

It is worthy of special attention, lest the fact be overlooked, that although the company's investigation showed that binder twine was not purchased until harvest time, the first advertisements in this campaign, both to dealers and farmers, appeared in November. In this way, the farmer is being made conscious of Plymouth Twine a long while in advance of his need.





IT WAS a vast stack of income tax dollars that Uncle Sam took from Florida last year—but remembering that infinitely more **remained** to the earners, you can readily estimate the buying dollars approachable through The Florida Times-Union. (For, you could say “State-wide” Times-Union with truth.)

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# More Money

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\$16,803,149

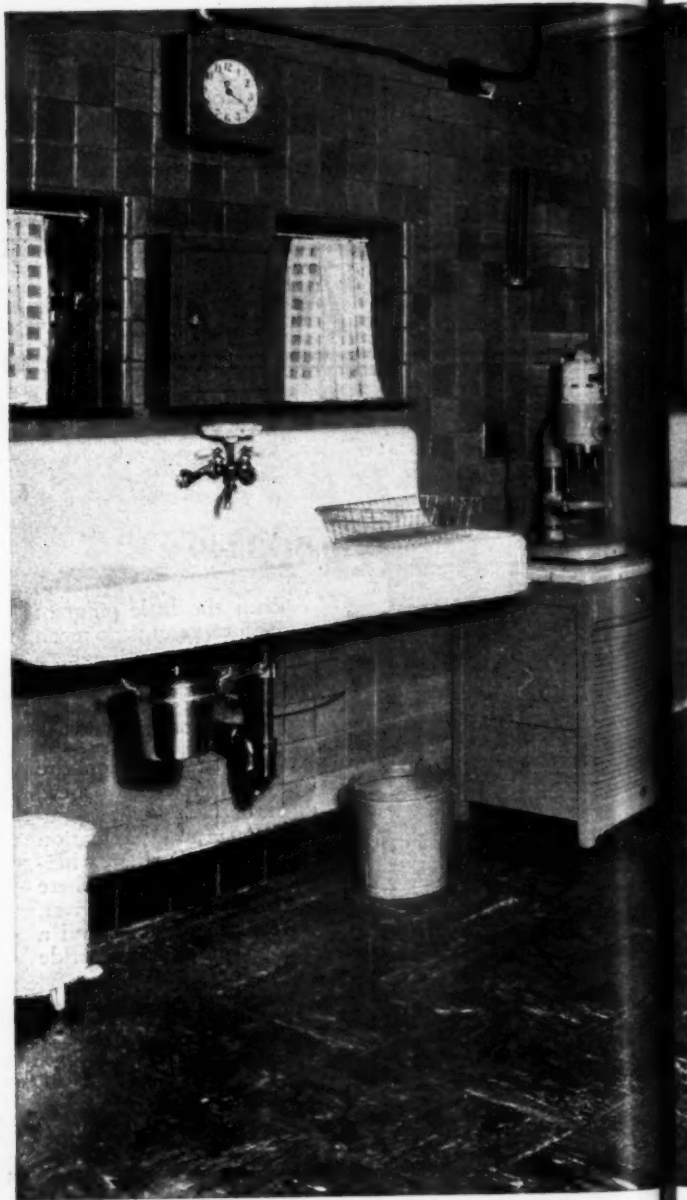
Even the little pillar of 1925 represents no mean goal for the national advertiser who gauges the sectional strength and importance of Florida.

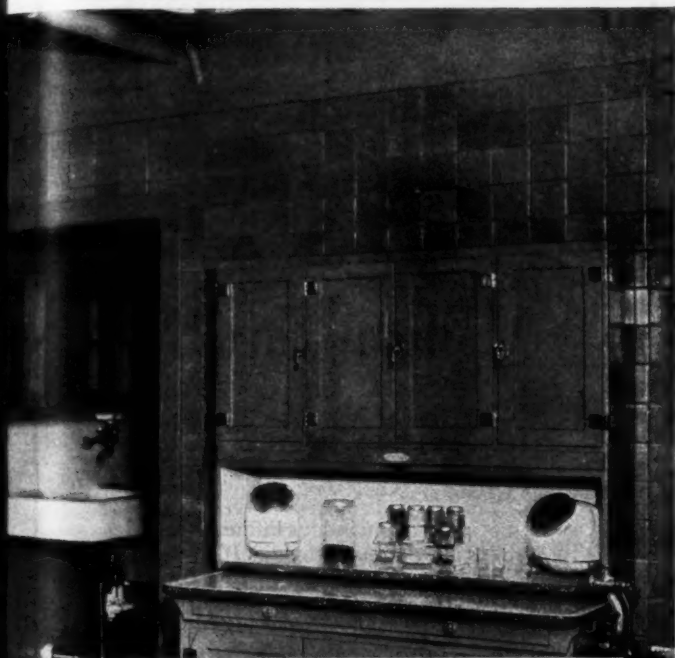
Cities grow, agriculture extends, miles of new, hard roads invite population—and population accepts! Further, wherever roads extend, there reaches reader-interest, reader-confidence and a long-standing state pride in

---

**The Florida Times-Union**  
JACKSONVILLE, FLA.

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*Delineator Home Institute . . . . No. 3*

## *The Kitchen*

**I**F the way to many a man's heart is through his stomach, Delineator Home Institute lends first-aid to thousands and more thousands of eager matrons, young and old. In the kitchen of Delineator Home Institute the most unusual recipes sent in by Delineator readers are tested out and here, too, many a new and piquant dish is born to add zest to dinner tables throughout the country. It isn't too much to claim, is it, that good cooking does add to the Art of Gracious Living?

## Delineator

*Established 1868*

THE BUTTERICK PUBLISHING COMPANY.



The 800,000 farm women who subscribe to **THE FARMER'S WIFE** do the buying for farm families totaling more than three million people.

They exert a tremendous influence on sales by dealers in the rural field. It is not too much to say that demand created by **THE FARMER'S WIFE** is a vital factor in determining brand choices of dealer distribution.

**THE FARMER'S WIFE** is the only magazine edited exclusively for farm women. It is able to maintain intense reader interest because its editorial content is concentrated on one specific type of reader.

Every merchandiser knows that farm family buying is done by women. And here is the publication that assuredly reaches them.

## THE FARMER'S WIFE

A Magazine for Farm Women

Webb Publishing Company, Publishers  
St. Paul, Minn.

Western Representatives  
Standard Farm Papers, Inc.,  
307 N. Michigan Ave.  
Chicago, Ill.

Eastern Representatives  
Wallace C. Richardson, Inc.  
250 Park Avenue  
New York City

Member Audit Bureau of Circulations

# Advertising Pays Tribute to Edison—

And It Has Cause, for without His Inventions Many of Our Largest Advertisers Would Scarcely Be in Existence

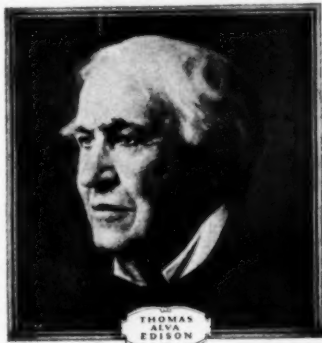
IN a list of national magazines there appears a full-page advertisement paid for by the General Electric Company which pays a splendid tribute to Thomas Alva Edison on the occasion of his eightieth birthday. As this is written similar messages are appearing in paid space in newspapers throughout the country.

It is entirely fitting that advertisers and the advertising industry should thus pause for a moment to honor Edison, for both have reason to be thankful to one who has been acclaimed the world's greatest inventor. Last year, the General Electric Company spent \$882,575 for space in a list of ninety-four magazines, the Radio Corporation of America spent \$681,580 in the same list, the Victor Talking Machine Company \$775,800, the Famous Players-Lasky Corporation \$545,476, the Western Electric Company \$438,631 and the American Telephone & Telegraph Company \$302,214. Would these organizations and their advertising appropriations be so large as they are today if it were not for the inventions and experiments of Edison?

True enough, he did not originate the telegraph nor the telephone; electric lighting was not his invention; moving pictures had been made by others; his brain was not the first to devise a way of recording the human voice for reproduction; neither was he the first to conceive the idea of storing electric energy in a battery.

Yet, there is no doubt that, were it not for Edison, these achievements would not so soon have reached their present state of perfection.

In the field of local advertising, the fruits of Edison's genius have been particularly evident. Every electric power and light company



HIS FAITH unconquerable, his passion for work irresistible, his accomplishment not outdone in all the annals of invention, Thomas Alva Edison has achieved far more than mankind can ever appreciate. February eleventh, nineteen twenty-seven, is the eightieth anniversary of his birth.

In every home where electric light makes living clearer and electric power lightens work—in every street where we tread more surely and ride more swiftly—in every industry where light and power save the eyes and backs of labor—there are hearts that are consciously grateful, that humbly pay him homage.

## GENERAL ELECTRIC

HOW GENERAL ELECTRIC HONORED EDISON ON THE OCCASION OF HIS EIGHTIETH BIRTHDAY

that is using newspapers and other advertising mediums is in a position to do so largely because of its use of one or more of Edison's thousand patents or its application of principles which he formulated. Even the electric appliance store is an advertiser because of what Edison has done to make electricity the servant of mankind.

Recently, one of the biggest executives in the electrical industry predicted that within ten years,

more than 1,000,000 farms would be electrified. The National Electric Light Association is already advertising in farm papers. The volume of electrical advertising in these mediums should grow at an increasingly rapid pace and the publishers of farm papers will have Mr. Edison to thank, indirectly if not directly, for this new business.

In addition to all this volume of advertising, several companies with which Mr. Edison has had a more direct connection have been, and still are, large users of advertising. For example, right now the new Edison forty-minute phonograph record is being advertised in liberal space.

#### MR. EDISON READS "PRINTERS' INK"

In this connection, it is interesting to note that Mr. Edison has always taken a deep interest in advertising and selling. Perhaps this is due to his early publishing experiences. In any event, Mr. Edison has subscribed to *PRINTERS' INK* for a number of years and has it sent to his home. Recently, he said: "I am interested in almost everything that is published in *PRINTERS' INK*. It is a continuous treatise on the psychology of selling goods."

Another point of interest with regard to Mr. Edison and his relation to advertising is his willingness to permit the use of his picture in advertisements run by the various Edison enterprises. The Schoolmaster, in commenting on this some seven years ago, said: "Mr. Edison is a believer in advertising, and his courage is of the invincible sort, when it comes to acquiescing to the bewildering number of things the advertising men ask of him."

There are many lessons for advertising men and manufacturers in general in Mr. Edison's history. Perhaps the most important of these is to be found in his perpetual experimenting. It is said that he has conducted more experiments than any other human being. For example, after many years of the hardest sort of labor, he began to manufacture his elec-

tric storage battery on a large scale, but flaws were discovered in a small percentage of the output. Rather than market a product which was not perfect, he suspended manufacture, and although buyers clamored for shipments he did not market another battery until, after five more years of experimenting, he had perfected a battery which he felt certain would be entirely satisfactory.

Another indication of this trait is found in the history of the invention of the phonograph. This was one of the few inventions that worked at the very first experiment. Yet, despite this initial success, he did not begin to market it until he had spent ten years improving the device and during his final experiments he worked on it for five days and nights with scarcely any sleep.

When Edison was in the neighborhood of sixty years of age, he said: "From now until I am seventy-five years of age, I expect to keep more or less busy with my regular work, not, however, working as many hours or as hard as I have in the past. At seventy-five I expect to wear loud waistcoats with fancy buttons, also gaiter tops; at eighty I expect to learn how to play bridge whist and talk foolishly to the ladies. At eighty-five I expect to wear a full-dress suit every evening at dinner, and at ninety—well, I never plan more than thirty years ahead."

Twenty years have passed since Mr. Edison gave this outline of how he expected to conduct his life. According to all reports, he never did start to wear loud waistcoats with fancy buttons and although now that he is eighty, he may have learned how to play bridge whist, one could hardly imagine that his conversational ability has degenerated, irrespective of the company. As a matter of fact, what is more likely to be the case is that he is now busily at work at some invention which will open up a new field in which advertising may work.

And this brings us to a final important point: Although Edison has probably had a more profound

More than  
190,000  
Daily

# Los Angeles Examiner

More than  
400,000  
Sunday

5c DAILY

FEBRUARY 17, 1927

10c SUNDAY

## CIGAR SURVEY SHOWS 10c. SMOKE LEADS IN DEMAND

### POPULAR BRANDS ARE IN EXAMINER

The 10c cigar is the smoke for Los Angeles, by a two to one majority!

And the advertised cigar is the one whose name rolls smoothly off the tongue of the smoke-hungry customer when he steps up to the cigar counter.

Thus are revealed, in a recent Examiner survey, two salient and important facts for advertisers of cigars in the Los Angeles market, where, in a comparatively small area, are close to 3,000,000 people, with more money per capita to spend in the course of every year than the people of any other territory.

The 10c smoke leads; but a certain 5c cigar, backed by intelligent advertising, has obtained leadership in its field, and is apparently holding it, though an opportunity exists for somebody to step in and seize a large share of the sales through application of the victor's original principles. This 5c smoke is not now being anywhere near so extensively pushed as when it first entered the market.

Among the 2/15 centers, the leader is a consistent Examiner advertiser, and is reported as best seller in 50% of the stores that handle it. It has edged out a former leader.

The holders of first and second position among 3/25c cigars are both consistent users of Examiner space; so is the advance guard of the 15c group.

These and many other facts accurately compiled and briefly presented in a new survey, are available to cigar manufacturers, and advertising agencies interested in cigar-selling possibilities in Los Angeles, and in knowing where respective brands stand in popularity. Write on your letterhead.

(N. B. The Los Angeles Examiner regularly carries far and away more tobacco advertising than any other news paper in its territory.)

### Cotton Port!



**A** LREADY ranking as the world's largest oil-exporting and lumber-importing harbor, the port of Los Angeles now is coming into high rank as a distributing point for the cotton raised in both Southern California and Arizona.

From 300,000 to 350,000 bales of cotton are produced in the territory tributary to Los Angeles Harbor annually. It is premium cotton, carrying a bonus in the markets of the world, even in the face of a slump in prices in the Southern States. From 3 to 6 cents a pound more is paid for this white, strong fiber.

### EVERY AD PAYS SAYS SILVERSTEIN

C. F. Silverstein, head of the sales department of the H. Jevne Company, manufacturers, exporters and importers of food products in Los Angeles, has grown to expect results from The Examiner, as a result of past experience. He writes:

"It has been our invariable experience that a Vegex advertisement in The Los Angeles Examiner is followed by an immediate demand for Vegex—both on the part of the consumer and the retail merchant. Therefore, we expect splendid action on Vegex sales as a result of the advertising that is now appearing twice a week in the Examiner."

*Largest morning and Sunday circulation West of the Missouri*

effect than any other single individual in swelling the volume of advertising, it should not be forgotten that advertising has also been extremely helpful to Mr. Edison. It has brought his inventions to the attention of the masses quickly and convincingly and has made the path of all inventors at least a trifle less stony than it was in those days when inventors and a diet of black bread and water were practically synonymous.

### W. J. MacInnes with Bright Star Battery Company

W. J. MacInnes has been appointed advertising director and assistant to J. B. Crawford, general sales manager of the Bright Star Battery Company, Hoboken, N. J. At one time he was with the Wm. H. Rankin Company, New York.

### Harold Ellis with Canadian Railway Magazine

Harold Ellis, who has been with the publicity department of the Canadian National Railways, Montreal, has been appointed advertising solicitor in the Montreal territory for the *Canadian National Railways Magazine*.

### Appoint Milwaukee Agency

The Helmholtz Shoe Manufacturing Company, children's shoes, and the Homestead Mills, both of Milwaukee, and the Roddis Lumber & Veneer Company, Marshfield, Wis., have appointed Freeze and Vogel, Inc., Milwaukee advertising agency, to direct their advertising accounts.

### Starts Fred'k Jordan Sign Company

Frederick J. Jordan, formerly engaged in selling signs and other display material, has formed his own company, the Fred'k Jordan Sign Company, at New York, to manufacture and sell metal display signs.

### Bruce Morgan Joins Henry O. Shepard Company

Bruce Morgan, formerly vice-president of Floyd Short & Partners, Chicago advertising agency, has joined the printing sales staff of The Henry O. Shepard Company, of that city.

### Omaha "Bee" Buys "News"

The Omaha, Nebr., *News* has been bought by the *Omaha Bee*. These newspapers will be consolidated as soon as plans are arranged. Until then they will be operated separately.

### Gain in Chicago Pneumatic Tool Profits

The Chicago Pneumatic Tool Company, New York, reports for the year ended December 31, 1926, a net income, after charges, of \$1,226,837, against \$716,493 in 1925, and \$630,248 in 1924. Net income for the final quarter of 1926, after all charges, was \$508,432, against \$271,117 in the preceding quarter.

### Correspondence School Appoints Erickson

The Newspaper Institute of America, New York, offering a correspondence course in newspaper work, has placed its advertising account with The Erickson Company, also of New York. Plans call for the use of journalistic and fiction magazines and space in the magazine sections of newspapers.

### Hardware Account for Grand Rapids Agency

The Grand Rapids Hardware Company, Grand Rapids, Mich., has placed its advertising account with the H. & J. Stevens Company, advertising agency, also of Grand Rapids. Publications in the lumber, hardware and building trades will be used.

### Advanced by Chain Belt Company

W. H. Brandt, advertising manager of the Chain Belt Company, Milwaukee, has been named assistant secretary. A. R. Abelt, manager of chain sales, has been made advertising manager. R. A. Shilbauer is now assistant advertising manager.

### R. F. McConnell with Babcock Publications

R. Forest McConnell has become associated with the Babcock Publications, publisher of the Redford, Mich., *Record* and the Detroit *Brightmoor Journal*, as director of advertising. He has been with the Sparta, Wis., *Herald*.

### A. F. Perry, Sales Manager, Leach-Miller Company

A. Fred Perry, at one time a member of the Ford-Perry Company, Providence. R. I., has been made sales manager of the Leach-Miller Company, Attleboro, Mass., jewelry.

### New Representative's Business at Montreal

H. C. Burrows has started a publishers' representative business at Montreal. For some time he was with the Montreal office of the MacLean Publishing Company, as representative of its technical journals.



# What type of agency is this

TWENTY-NINE of its clients sell through 18 separate trade channels. Seventy-two percent of its business is represented by these 29 general advertisers.

The reason for its growth in the general field is due, in large part, to its knowledge of copy appeals and media gained in checking the results from over thirty million dollars spent on keyed advertising — advertising from which every dollar in sales is recorded.

This experience in learning what to say to make people buy is difficult to match and obviously is of definite advantage to the general advertiser.

RUTHRAUFF  & RYAN-INC.

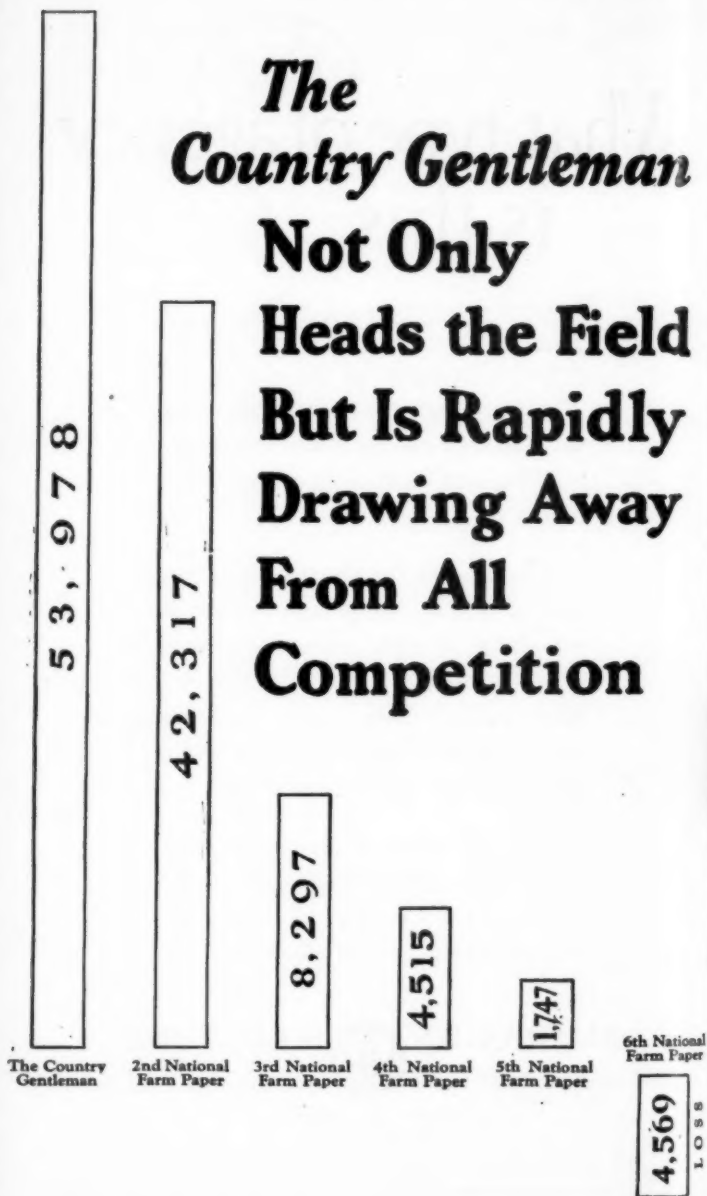
NEW YORK-132 WEST 31st ST- CHICAGO-225 N-MICH-BLVD-

ST-LOUIS-ARCADE-BLDG-

Established 1911

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**The  
Country Gentleman  
Not Only  
Heads the Field  
But Is Rapidly  
Drawing Away  
From All  
Competition**



**D**URING 1926, the total gain in advertising lineage of all six national farm papers was 106,285 lines. Of this more than one-half—53,978 lines—was gained by *The Country Gentleman*.

# *The Country Gentleman*

The Modern Magazine for  
Leadership Farm Families

*More than 1,350,000 a month*

**THE CURTIS PUBLISHING COMPANY**  
INDEPENDENCE SQUARE, PHILADELPHIA, PENNSYLVANIA

Advertising Offices: Philadelphia, New York, Chicago  
Boston, San Francisco, Detroit, Cleveland

# Now!

## A SIX-FIGURE PAPER IN ALABAMA

Net Paid Circulation  
of

*The South's Greatest Newspaper*

For Sunday, February 6, 1927

# 100,689

The six-figure goal of Sunday circulation in Alabama has been attained at last! With a steadily mounting circulation that has gradually increased from the original 25,000 signed orders with which the Sunday edition of The News was inaugurated in September, 1912, this paper has at last attained the mark at which it has been shooting.

The Sunday edition of The News is and has been consistently sold on its merits as a newspaper, alone. No premiums, coupons, voting contests, or other artificial stimuli have been utilized in building this splendid total of circulation. The growth has been uniformly sound in all departments of circulation, city, suburban and country, each having reached the peak in the history of Alabama newspapers with the issue of February 6. The total circulation showed a net gain of 1,083 over the previous Sunday and a net gain of 9,668 over the corresponding Sunday a year ago, Sunday, February 7, 1926.

## The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.

New York

Chicago

Boston

Philadelphia

J. C. HARRIS, JR., Atlanta

# Scripps-Howard Buys New York "Telegram"

Adds New York Link to Chain of Twenty-five Newspapers

**OWNERSHIP** of the New York *Telegram* passed into the hands of the Scripps-Howard Newspapers last week. Negotiations for its purchase were concluded by William T. Dewart, publisher of the *Telegram* and the

New York *Sun*, and Roy W. Howard, Chairman of the Board of the Scripps-Howard organization, which makes its first appearance in the New York field of journalism.

The *Telegram*, which becomes the

sideration received from the Scripps-Howard interests might have been had for this property," Mr. Dewart said, "but I felt that the future of the paper, the welfare of its present organization, and the interests of the community would be best served and most surely safeguarded by a sale to the new owners."

He also emphasized the fact that, with this change in ownership, the *Telegram* will be under the management of New Yorkers.

Both Mr.

Howard and W. W. Hawkins, general manager of the Scripps-Howard newspapers, have been residents for twenty years, while Robert P. Scripps, president, spends much of his time in New York.

There will be no radical changes in the editorial content of the *Telegram*, according to a statement from Mr. Howard, who also announced that the present staff will be taken over in its entirety. "Its editing and management will be in the hands of men who have a stockholding interest," he said. This is in keeping with the Scripps-Howard system which permits employees to acquire holdings in its properties. For this purpose a considerable amount of shares in the *Telegram* will be set aside to be acquired by employee investors.

Dan A. Carroll, publishers' representative, will continue to represent the *Telegram* in the national advertising field, doing so in association with Allied Newspapers, Inc., which is the advertising representative of the Scripps-Howard Newspapers.

The acquisition of the *Tele-*



ROBERT P. SCRIPPS



ROY W. HOWARD

twenty-sixth member of the Scripps-Howard group, has a genealogy dating back ninety-one years. It was founded in 1867 by James Gordon Bennett but, through the absorption of other dailies, its origin goes back to the founding of the New York *Express* in 1836. When in 1920 Frank A. Munsey acquired the Bennett publishing interests, the *Telegram* was included.

Five years later it was merged with the New York *Evening Mail*. At Mr. Munsey's death, the *Telegram* and the *Sun*, along with his other properties, were bequeathed to the Metropolitan Museum of Art. Mr. Dewart, publisher of the *Sun*, purchased both newspapers from the estate in September, 1926.

Mr. Dewart, announcing the transfer, stated that his decision to sell the *Telegram* was reached so that he could devote his attention to the *Sun*. His statement records the interesting fact that the *Telegram* was not sold to the highest bidder.

"In fact, a substantial sum in excess of the very handsome con-

gram is the latest of a series of recent purchases made by the Scripps-Howard organization. These include the *Denver Rocky Mountain News* and *Times*, *Memphis News-Scimitar*, and the *Knoxville Sentinel*, which were merged with other Scripps-Howard newspapers during the last two months.

The complete roster of Scripps-Howard newspapers follows: *New York Telegram*, *Pittsburgh Press*, *Cleveland Press*, *Cincinnati Post*, *Toledo News-Bee*, *Akron Times-Press*, *Youngstown Telegram*, *Columbus Citizen*, *Covington Kentucky Post*, *Denver Rocky Mountain News* and *Evening News*, *Evansville Press*, *Terre Haute Post*, *Houston Press*, *Fort Worth Press*, *Albuquerque New Mexico State Tribune*, *San Diego Sun*, *Birmingham Post*, *Oklahoma City Oklahoma News*, *El Paso Post*, *San Francisco Daily News*, *Memphis Press-Scimitar*, *Knoxville News-Sentinel*, *Baltimore Post*, *Indianapolis Times*, and the *Washington Daily News*.

### New Accounts with Barton, Durstine & Osborn

Fioret, Inc., New York, perfumes, has placed its advertising account with Barton, Durstine & Osborn, Inc., advertising agency.

This agency also will direct the advertising of the General Electric Iceing Unit, made by the Electric Refrigeration Department of the General Electric Company. As previously reported the advertising of General Electric refrigerators will be handled by Lord & Thomas and Logan.

### G. W. Freeman with Griffin, Johnson & Mann

George Willard Freeman, until recently with Doremus & Company, has joined the staff of Griffin, Johnson & Mann, Inc., New York advertising agency. He formerly had been traffic chief with the Corday & Gross Company, Cleveland.

### Apparel Account for Foote & Morgan

I. Applebaum & Company, New York, dresses and sportswear, has placed its advertising account with Foote & Morgan, Inc., advertising agency, also of New York. Business papers will be used.

### Remington and Rand-Kardex Consolidate

Remington-Rand, Inc., a holding company, has been organized to consolidate the Remington Typewriter Company, Rand-Kardex Bureau, Inc., the Dalton Adding Machine Company, and the Baker-Vawter Looseleaf Ledger Company. Several other smaller companies will be included.

B. L. Winchell, president of the Remington company, will be chairman of the board of the new organization and James J. Rand, Jr., president of Rand-Kardex, will be president of Remington-Rand. Each company will continue to be operated separately and no change in the sales or manufacturing organizations is contemplated.

### Marshall Field Elects Three Vice-Presidents

At the annual meeting of Marshall Field & Company, Chicago, three new vice-presidents were elected. They are: William G. Burt, in charge of whole sale merchandise; Fred D. Corley, in charge of retail merchandise, and George W. Young, in charge of whole sale operation and sales. All three men have been with the company for a number of years.

### H. A. Wright Again with Critchfield & Company

Harold A. Wright, for a number of years chief of the copy department of Critchfield & Company, Chicago advertising agency, and more recently with the Roche Advertising Company and Williams & Cunningham, both of that city, has returned to the staff of Critchfield & Company.

### A. D. Turner Joins William B. Rand Company

A. D. Turner has resigned as New England sales promotion manager of the Westinghouse Electric & Manufacturing Company to become secretary and sales manager of the William B. Rand Company, Boston, publisher and printer.

### "Cosmopolitan" Adds to Chicago Staff

O. W. Heath, formerly with *Liberty*, and L. D. Taylor, formerly with the A. W. Shaw Company, Chicago, have joined the Western office of the *Cosmopolitan* at Chicago.

### Colonial Steel Company Appoints Sales Manager

Lawrence Wood, assistant general sales manager of the Colonial Steel Company, Pittsburgh, has been appointed general manager of sales. He joined this organization in 1912.

**LOS ANGELES****Bank and Financial  
Advertising for 1926****Stated in Agate Lines****Los Angeles Times 1,960,224****Both Other Morning  
Papers Combined 1,416,814****All Three Afternoon  
Papers Combined 1,737,540**

The above figures show how the Los Angeles Times completely dominates its field in selling bonds, stocks and bank services. It prints 12 per cent more such advertising than the combined three evening newspapers, and 38 per cent more than its two morning contemporaries put together.

For those who might argue that bonds and stocks indicate pulling power in terms of dollars only, it is important to know that the Los Angeles Times holds a similar position in the sale of ordinary small articles that represent "mass." For instance, in shoe advertising during 1926 the Los Angeles Times exceeded the second morning paper by 58 per cent and the largest afternoon paper by 59 per cent.

Whatever the object may be or the price at which it is sold, home-delivered circulation rates first, and the largest home-delivered circulation on the Coast is furnished by—

**Los Angeles Times***Eastern Representative:***Williams, Lawrence & Cresmer Co.****360 N. Michigan Blvd.  
CHICAGO****285 Madison Ave.  
NEW YORK**

## Small Firearms Excluded from the Mails

Washington Bureau  
of PRINTERS' INK

**W**HILE the Miller bill, which was signed by President Coolidge on Wednesday of last week, does not mention advertising, one of its evident purposes is to stop the mail-order advertising of pistols and revolvers. It was passed by the House on May 19, 1926, and the Senate on February 2, this year. It is now a law, and it closes the mails to pistols, revolvers and other firearms capable of being concealed on the person, so far as the general public is concerned.

Hearings on the bill in both Houses disclosed that its proponents considered the legislation as necessary co-operation on the part of the Federal Government to reduce crime. Its sponsors believe it will prevent mail-order advertising of small weapons and tend to reduce the purchasing of arms for criminal purposes. Firearms are exempted from the provisions of the bill when it is known that they are to be used in connection with the official duties of military and naval officers, including those of the reserve corps and the National Guard, and State and Federal officers whose duty is to serve warrants of arrest, also to employees of the postal service and watchmen engaged in guarding the property of the United States and of the several States.

In regard to penalties, the law sets forth that whoever shall knowingly deposit or cause to be deposited for mailing, or shall knowingly cause to be delivered by mail according to the directions thereon or to any place to which it is directed to be delivered to the person to whom it is addressed, any pistol or firearms, declared by the Act to be non-mailable, shall be subject to a fine not exceeding \$1,000, or to imprisonment for not more than two years, or both.

## Campaign to Start on Leather Polishes

Jas. S. Mason, Inc., Philadelphia, manufacturer of leather polishes, has appointed Spector & Goldensky, Philadelphia advertising agency, to direct its advertising account. Newspapers and magazines will be used in a campaign which will begin about April 1.

The Philadelphia Water Proofing Corporation, Philadelphia, manufacturer of water-proofing and paint compounds, has also appointed this agency to direct its advertising account. Business papers and direct mail will be used.

## Death of J. M. Frost

J. M. Frost, secretary and treasurer of Frost, Landis & Kohn, publishers' representative, New York, Chicago and Atlanta, died recently at Louisville, Ky. Before the organization of this firm, he was with the Southern Baptist Publishing Board, which was founded by his father, James M. Frost, Sr.

## A. R. Hopper Joins Sherman & Lehair

A. Raymond Hopper, who has been copy chief of G. Howard Harmon, Inc., New York, has joined the copy department of Sherman & Lehair, Inc., advertising agency, also of New York. He was for six years with the H. E. Lesan Advertising Agency, Inc.

## Canadian Celanese Account for Montreal Agency

Canadian Celanese, Ltd., Drummondville, Que., artificial silk, has placed its advertising account with the Canadian Advertising Agency, Ltd., Montreal. Newspapers and magazines will be used.

## U. S. Rubber Advances H. A. Derry

The United States Rubber Company, New York, has appointed Herbert A. Derry as manager of sole and heels sales. He has been with this company since 1915.

## "Cosmopolitan" Appoints E. B. Peirsel

Eugene B. Peirsel, formerly Western manager of *Harper's Bazar*, and, more recently, with the Chicago office of *Cosmopolitan*, has been appointed Western manager of *Cosmopolitan*.

## Syracuse "Herald" Appoints J. C. Blackmore

John C. Blackmore has been appointed advertising manager of the *Syracuse, N. Y., Herald*. He was formerly with the *Milwaukee Journal*.



CORNELIUS  
**V**ANDERBILT  
JR.

*is now Associate  
Editor of the*

NEW YORK  
**DAILY  
MIRROR**

*His signed editorial com-  
ments appear in the Daily  
Mirror beginning this week*

*"It is the disease of no  
that I amtr*



NEW YORK  
1400 Woolworth Bldg.

CHICAGO  
1020 Metropolitan Bldg.

CLEVELAND  
900 Keith Bldg.

# of not listening troubled withal"

SHAKESPEARE'S portly knight, Sir John Falstaff, thus diagnosed his own trouble when the Lord Chief Justice told him he was deaf.

Not listening is a disease that troubles many industries and many business men.

A man who built a factory for wood distillation found before it was finished that Germany had a cheaper way of making his product, and his factory was useless.

He had neglected to seek a chemist's advice; he didn't listen.

Nation's Business is edited for a quarter of a million men who are ready to listen, who are eager to learn.

## NATION'S BUSINESS

MERLE THORPE, *Editor*

Published Monthly at Washington by the U. S. Chamber of Commerce

DETROIT

141 Gen. Motors Bldg.

ATLANTA

704 Walton Bldg.

SAN FRANCISCO

710 Hearst Bldg.

In January . . . In the  
world's greatest market the  
New York Herald Tribune  
was

first in  
**FOOD**  
Advertising  
among all New York  
morning newspapers

NEW YORK

**Herald Tribune**

**CHICAGO**

Woodward & Kelly  
360 N. Michigan Ave.

**DETROIT**

Woodward & Kelly  
Fine Arts Building

**SAN FRANCISCO**

Thomas Emory  
618 Market Street

**BOSTON**

Carroll Judson Swan  
933 Park Sq. Bldg.

# Is the Book Industry Slated for a Price War?

Publishers and Booksellers Join to Fight Literary Guild in Strife Concerning Interesting Features of Relation of Dealer to Manufacturer

By C. B. Larrabee

SOME interesting things are happening in the book publishing industry. These events include certain problems of price-cutting and relations between dealer and manufacturer which perhaps are of moment to advertisers in many different industries.

The trouble started with the formation of an organization known as The Literary Guild of America, Inc. The Guild's plan is, briefly, as follows:

It costs a subscriber \$18 to become a member of the Guild. For his \$18 he receives twelve books during the year, one each month. These books, the Guild announces in its advertising, are to be chosen by a committee of well-known authors and critics from a number of manuscripts submitted by leading publishers. The Guild implies that these manuscripts will represent some of the best manuscripts the publishers have available. The committee consists of Carl Van Doren, as editor-in-chief, and Glenn Frank, Zona Gale, Joseph Wood Krutch, Hendrick Willem van Loon and Elinor Wylie, as associate editors.

The Guild announces that each month it will choose the best one from the many manuscripts submitted and will publish it in a special Guild edition which will be mailed to subscribers on the same day that the publisher releases the book through the retail trade. In every instance, the Guild book will cost but \$1.50 while the publishers edition will range in price from \$2.00 to \$10.00.

In its advertising, the Guild has claimed seven advantages for its plan: 1. The books are chosen by a discriminating jury; 2. The books are chosen from a wide variety of both American and European manuscripts; 3. The

Guild edition will be a special, exclusive edition, always at least as good as the publisher's edition; 4. The plan is convenient, since once a member subscribes he receives the books automatically once a month; 5. The books are received by the subscribers on the same date that they are released through the book stores; 6. The subscriber pays what amounts to half-price, the Guild predicting that the average retail price for the books will be \$3; 7. Early subscribers get the advantage of the low price which experience may prove will not be enough.

That is the Guild plan as announced by the Guild advertising. A number of publishers and booksellers maintain that the advertising is telling only half the story—or too much of a story, whichever way they happen to be looking at it.

The first Guild book is to be a life of Anthony Comstock, written by Margaret Leech and Heywood Broun. This book was advertised originally by Boni & Liveright in their trade advertising. The price announced was \$3. Stories conflict as to how the Guild secured this book, but the important fact is that satisfactory arrangements were made with the authors for Guild publication. Horace Liveright, head of Boni & Liveright, announced that if the Guild published the book he would not, and since the authors seemed to prefer to sell the book through the Guild, he released them from their contracts with his company. Mr. Liveright has emphasized the fact that his feelings toward the authors are entirely amicable. He merely refuses to co-operate with the Guild because he believes that organization to be inimical to the book publishing business. The Guild,

however, has made arrangements with A. & C. Boni and the book will probably be sent to subscribers in March.

The action by Mr. Liveright was the signal for announcements on the part of many of the leading publishers of the country that they would in no way co-operate with the Guild by furnishing manuscripts and that they frowned on the scheme as a menace to the publishing business. In the meantime, a number of leading bookshops, particularly those which are conducted by publishing houses, announced their unqualified opposition to the plan.

At present, the atmosphere is so clouded with the smoke of battle that it is impossible to determine exactly what is going to happen or whether, to change the metaphor, the whole controversy is not just a tempest in a teapot. However, certain basic principles involved and certain claims made by each side in the controversy, so vitally affect relations between manufacturer and dealer that the situation and the views maintained by those involved are of more than passing interest to manufacturers and retailers outside the publishing field.

#### PRINCIPAL OBJECTION IS PRICE-CUTTING

The publishers attack the Guild plan first from the angle of price-cutting. They could not consistently do otherwise since one of their outstanding policies for a number of years has been an effort to keep the price of books on a net basis in all book stores of the country. That they have not been entirely successful in their endeavors is the fault of the courts rather than the publishers. They see in the Guild a price-cutting scheme. They point out that the Guild advertising emphasizes the price angle, recurring again and again to the point of low price. They emphasize the fact that they believe the Guild's advertising is unfair to the publishing business in that it implies that the publisher has been charging too much for his books.

Mr. Liveright summarizes the

publisher's attitude when he says: "The Guild reports that the average per copy cost of producing 25,000 copies of a book is thirty cents. This is misleading because, in the first place, the first issue seldom exceeds 2,000 copies, if that. The actual cost per volume is sixty-nine cents, plus twenty cents for advertising and thirty cents for royalties, making a total of \$1.19. To this is frequently added incidentals. Out of this production, one must also realize that the publisher is taking 150 chances a year, many of which are total losses."

Further, Mr. Liveright thinks that the Guild in its advertising implies that publishers are opposed to the movement from selfish reasons, entirely overlooking the generous assistance they give to the development of authors, their efforts to interest the public in literature and the production of their books at prices permitting a much smaller profit than most retail businesses.

He feels that the Guild plan would tend to limit the development of diversified literature and eventually limit production, so that there would not be a large variety to draw from. Although for the present the plan would seem to be beneficial to the public, ultimately a trust form of combination would be in a position to sell at even higher prices than the present rate of publishers.

The publishers express the belief that the plan is a menace to the book retailer and point out that, as publishers, they have done everything in their power to foster the bookstore as the logical outlet for their products. They cannot, they say, be consistent in their attitude if they co-operate with the Guild in a scheme which is intended to take away the bookseller's most profitable business, his sale of best-selling books.

The booksellers attack the Guild plan on several grounds. They point out that today there are no booksellers who are in a position to compete with Henry Ford in the amassing of billions and that, as a matter of fact, book selling, as a retail business, does not offer

the proportionate profits offered by many other types of business. As things stand today, the average bookseller is just about making a fair, livable profit with prices maintained on the present level.

The bookseller believes that he offers the same kind of service to the community that is offered by the library. He points out that he must carry a widely diversified stock—Bulwer Lytton and Wilkie Collins as well as Sabatini and Mary Roberts Rinehart.

His real profits come from the sale of so-called best sellers, the books that he can stock and be sure of selling in lots of fifty copies or more, depending on the size of his store. If the Guild plan succeeds, the bookseller feels that he will lose his business on best-sellers and thus will lose that part of his sales which gives him the real profits. He adds that so far as cheap books are concerned, any bookseller can sell the public standard works at prices below the price offered by the Guild, but that in order to do business successfully the bookseller cannot cut prices on the newer novels.

Ellis W. Meyers, executive secretary of the American Booksellers' Association, says that if the Guild did a general publishing business it could not sell books at \$1.50 a volume. Mr. Meyers adds that if the Guild were to go into the publishing business he is certain that the booksellers would be very glad to handle Guild books as they handle any other books, provided they could sell those books at the same price as the Guild. He feels, however, that despite the Guild's protestations of friendship toward the bookseller, its advertising has been so written as to imply that the bookseller is a barrier between the public and books rather than the roadway by which books reach the public. He also points out that although the Guild says it will not take many customers from the book store, Guild advertising has appeared in mediums which reach the bookseller's present customers. While Mr. Meyers' opinions are

not presented by him as an official expression of the opinions of the association, there is little doubt that many booksellers feel much as he does.

The *Publishers' Weekly* sums up some of the booksellers' arguments in the following paragraph:

"Shall we subsidize a direct-to-the-public selling organization by assuming their publishing problems, aiding their selling problems and proclaiming their possible but improbable successes so that while attacking the present system, skimming the cream from the sustaining fluid of book production, there remains for the hazardous bookselling units out on the frontier of bookselling only the valuable but blue milk of slow selling items?"

Samuel Craig, president of the Guild, is inclined to disagree sharply with most of the contentions of both publishers and booksellers. Mr. Craig admits frankly that when viewed with prejudice the Guild is a price-cutting scheme, but he adds that the lower price offered by the Guild is a perfectly legitimate price arrived at through a study of mass production as applied to a fixed list of subscribers.

He emphasizes the fact, however, that so far as the bookseller is concerned, the Guild is not a cut-price proposition. The Guild has solicited booksellers to sell Guild subscriptions and offers the bookseller a commission which, according to Mr. Craig, exceeds the margin of profit made by the bookseller on his average book store sale, all things being taken into consideration. The Guild, according to Mr. Craig, has already signed up 210 booksellers in all parts of the country, which shows that there is by no means a unanimity of opinion among booksellers, particularly when it is considered that there are, to use the booksellers' own figures, only 2,500 book stores in the United States.

Mr. Craig believes that the Guild plan will ultimately work for the good of the bookseller and the publisher by increasing

the number of readers. He draws a parallel between what he believes will happen under the Guild plan and what has happened in the selling of magazines.

Some years ago, he says, there were comparatively few newsstands in the United States and they sold comparatively few magazines. Then the large circulation magazines began to enter the field. Today, those magazines are selling by subscription, says Mr. Craig, far more than the newsstands sold some years ago and yet the newsstand business has grown tremendously. Mr. Craig quotes figures to show how few people out of the great number of potential book buyers in the United States are actually buying books today and believes that the Guild will greatly stimulate reading.

Just as there is no unanimity of opinion among booksellers, so is there no universal agreement among publishers, says Mr. Craig. He feels that when the present excitement simmers down, the Guild will have no trouble in getting co-operation from enough leading publishers to make the plan successful. Mr. Craig explains that under the Guild plan the publisher gets a nice royalty from the Guild. He claims that the Guild has merely created a new set of "rights," that whereas publishers formerly sold "movie right," "first serial right," etc., today they can add "Guild rights." Just as "serial rights" stimulate book sales, so, Mr. Craig believes, "Guild rights" will increase sales. The Guild, however, does not depend upon the publisher, although it would prefer to co-operate with him. If the publishers should present a united front, the Guild, says Mr. Craig, will go into the open market and buy its manuscripts, thus becoming a publisher in its own right.

Besides benefiting the bookseller and the publishers by increasing the number of readers in the United States, the Guild, according to Mr. Craig, will benefit the author. Whereas, today, the author has to take a chance on total sales, the Guild will offer the author a certain sale of many thousands of

copies and the total will be, as a rule, far in excess of any sale the author might have expected under ordinary conditions.

The benefit to the reader is obvious. Mr. Craig believes that a large number of the Guild subscribers will be people who do not at present have convenient access to bookstores. The Guild offers them an opportunity to buy books with no trouble. He believes that as the Guild idea grows such people will offer a sufficient market to make it profitable for booksellers to open stores to take care of their reading needs.

Mr. Craig says that the Guild idea has already been tried for some years in Germany where, at first, it was fought bitterly by publishers and booksellers. Today, Mr. Craig claims, the results have been such as to show that the plan does help publishers and bookstores.

It is not possible, in the compass of a single article, to give all the arguments pro and con. However, those arguments presented here represent the chief reactions of the various factors in this controversy. At the moment, the battle has just begun. It is difficult to predict what will happen. The Guild professes to believe that eventually the resistance of publisher and bookseller will be broken down and that both will co-operate. The bookseller and publisher, on the other hand, claim that as the Guild grows and the industry begins to understand all its implications, publisher and bookseller will stand shoulder to shoulder in unqualified opposition to the whole Guild idea. Several publishers say that the whole Guild plan is uneconomical and will collapse under its own weight.

Manufacturers and retailers in other industries will watch the fight with some interest. It has a number of familiar features and needs only the added touch of legal action to give it an entirely familiar sound to manufacturers in certain other industries. Therefore, these industries should be interested to see which side wins in this modern battle of books.



# Editorial from New York Herald Tribune February 12, 1927

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## "The New York Telegram"

The arrival of the Scripps-Howard organiza-  
tion in the New York newspaper field through  
the purchase of "The New York Telegram" is  
an interesting and welcome event. Few changes  
affect the current of a community's life more  
pervasively than changes in its press. The rash  
that has broken out in the form of the new  
daily magazines, the tabloids, is plainly the  
symptom of a local epidemic calling for attention  
and cure. Fortunately, the transfer of "The  
Telegram" counts on the side of health and  
decency. The standards of clean journalism,  
which Mr. Munsey and Mr. Dewart have scrupu-  
lously followed will be maintained by the new  
owners of "The Telegram" as part of the estab-  
lished practice of their organization. The pur-  
chase marks the climax of the new policy of the  
Scripps-Howard interests, which has spread their  
newspapers across the country and under the  
impetus of Mr. Howard's youth and enterprise  
won for them an outstanding position among  
newspaper properties. We welcome this new and  
vigorous influence in New York journalism and  
wish "The Telegram" all success.

## Tangier

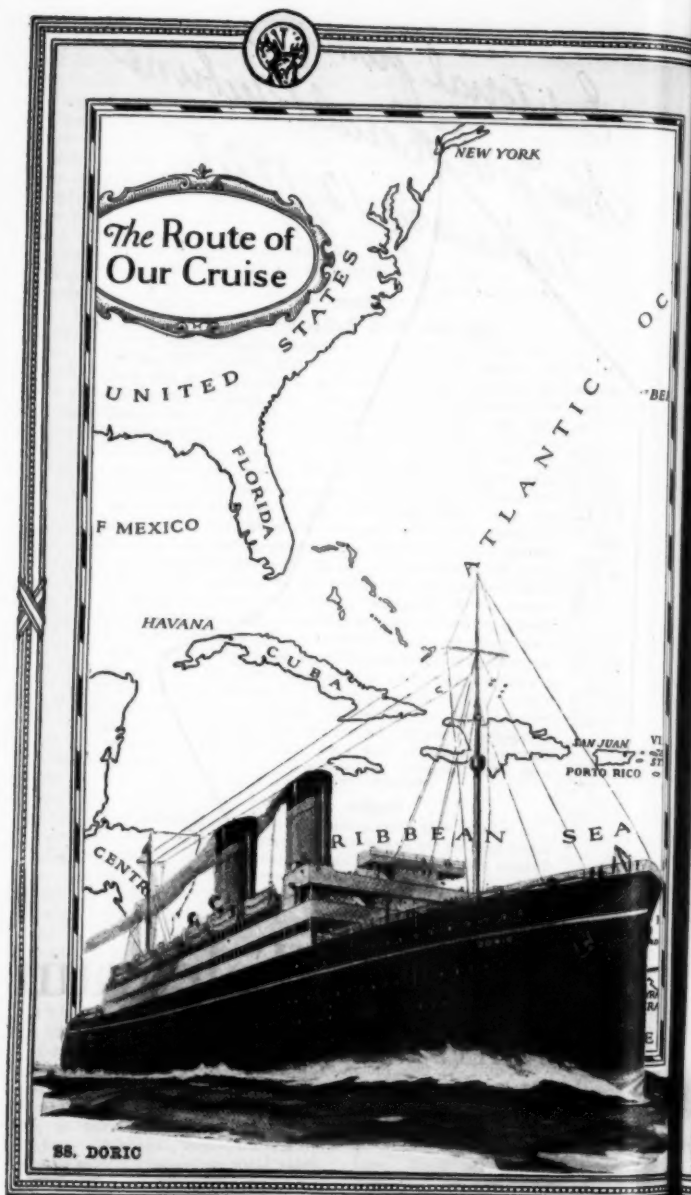
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# New York Telegram

A SCRIPPS-HOWARD NEWSPAPER

Represented by { Dan A. Carroll and  
Allied Newspapers, Inc.





The Elks Magazine West Indian Cruise was the largest and most successful cruise of the current season.

The largest identified audience of travellers read and own

***The Elks***  
***Magazine***

850,000 Identified Subscribers

50 East 42nd Street

New York City

# Why We Let the Salesman Run His Own Territory

To Command the Buyer's Respect, Van Raalte Finds, the Salesman Must Be Backed Up When He Says No

An Interview by G. A. Nichols with

Leon Allen

Sales Manager, The Van Raalte Company

"ONE of the fundamental rules of this house," Leon Allen, sales manager of The Van Raalte Company, New York, tells PRINTERS' INK, "is that a salesman out on the road shall actually be in charge of the selling so far as our relations with the dealers in his territory are concerned. When a representative of ours goes into a retail store he is, for the time being at least, The Van Raalte Company. Just so long as he proceeds according to our policies, no dealer or buyer can go over his head.

"But on the other hand he must answer for his own mistakes or for any deliberate departure from certain clearly defined principles. This is an inevitable accompaniment of responsibility. If a man is in charge of anything he has to pay the penalty of the things he does incorrectly as well as gain the benefits of those he does correctly.

"Our experience has been that when a policy such as this is permitted to work out to its logical conclusion, and is literally interpreted and applied, salesmen become more efficient and customers better satisfied. If a salesman has insufficient authority and if he is not given proper support by his house, he can hardly be expected to have the confidence in himself which every man must have if he is going to rise anywhere near the limit of his opportunities.

"I guess nobody is going to dispute the correctness of this statement. And it is probably true that in most well-operated sales departments the salesman is theoretically in charge of his negotiations with customers. But, if the rule is going to be applied so as to produce its full measure of benefit, it must be interpreted literally and

without variation at any time. The biggest buyer must be treated precisely the same as the smallest.

"If a salesman is competent enough to represent a manufacturer before a big buyer, he certainly should be able to speak with as much authority as though he were the sales manager or even the president. When he does speak in this way, and when the house backs him up, the customer respects him and this respect is passed along to his organization."

Mr. Allen illustrated his conclusion by telling of a Van Raalte salesman's experience with an underwear buyer in a department store. This buyer had long been—and still is—a valued customer of the house. But he had been giving the salesman considerable trouble because of his demands for inside prices on his large purchases and his continuous quest for more than his share of job lots. The salesman stood his ground, patiently explaining and defending his firm's policy of fixed prices. After considerable grumbling, the buyer would give in for the time being. But the salesman knew that on his next call he would have to fight the battle all over again.

## A SHOWDOWN

Finally, the thing came to a showdown, the conversation running something like this:

The buyer: "Now, then, I am going to be able to use an extra large quantity of underwear this spring and the size of my order depends upon the price you give me. I will take fifty dozen of this (naming the number), 100 dozen of that, twenty-five dozen of each of these and so on, if you will make me a price of such

and such for the lot. Take it or leave it."

The salesman: "No; I can't do it. You know as well as I do that Van Raalte has certain prices for its merchandise in regular run of stock and won't sell at any other. I surely want that large order but I am not going to 'buy' it from you."

The buyer: "Well, then, if you won't co-operate with me on this deal, I'll go to your house direct. I am going to be in New York next week and I'll call at your sales department and place an order personally. You do not seem to have enough authority to talk big deals with a man and I guess I had better deal direct after this."

The salesman: "Do it that way if you want to. If it pleases you any better to place your order with the house while you are in New York it is all the same to me. But I will tell you right now that you won't get this price reduction."

The buyer: "You mean you'll block it somehow just to save your face? Your house isn't going to turn down a big piece of business like this to save any salesman's face."

The salesman: "No, I am not going to block it. I won't say anything about this conversation. You just go right into the house, cold turkey, and make the proposition you have made to me. You'll get the same answer I gave you and not one penny's cut from my price."

The customer was so determined to put over his deal—and, incidentally, so sure he could do it—that when he got to New York he even went over Mr. Allen's head and called for Mr. Wolf, the merchandise manager. Mr. Wolf sold him a larger order than he had contemplated buying but the price he paid was the one the salesman had quoted.

"This was an exceptional case," Mr. Allen says. "I can easily conceive of circumstances under which this large order would have been decidedly tempting to certain firms, and first-class firms at that. If we had met the man's price de-

mands we still would have had a nominal profit. If the thing had been confined to that individual deal we could not possibly have lost any direct profit.

"However, had we consummated the transaction the way the buyer wanted it, the only possible object would have been to increase his good-will toward us. But this would have defeated its own ends. He would have been gratified for the moment, but his respect for Van Raalte would be lessened and the usefulness of our salesman would be nullified. As it worked out, he respects us and our representative. He has bought much merchandise from us since that time but has never questioned the salesman's quotation. He has quit bartering because he knows it does not get him anywhere."

It has been Mr. Allen's observation that quite a number of smart buyers lay traps for salesmen, thereby seeking to test out the firm's alleged adherence to certain policies, such as refusing to cut prices. One day, he got a telegram from a Van Raalte salesman at work in an Ohio city telling him that a certain buyer would place a sensationally large order if a specified price concession—and rather a reasonable one at that—was made. The salesman requested that the house wire its answer to him immediately in care of the buyer's store. Mr. Allen wired him as follows:

Are you in your right mind? Greatly surprised that you would make such a proposition. You very well know this house never cuts its prices. Please write full explanation.

"In a couple of days," Mr. Allen relates, "I got a long and enthusiastic letter from the salesman, informing me that I had saved his life by wiring him as I did. It seems that he and the buyer got into a discussion about price concessions on quantity purchases. The salesman, after a rather heated argument, declared that Van Raalte would not sell under its regular price to anybody no matter how much he might buy at a time. The buyer refused to believe him.

"Now look here," he said to

# Circulation

THE MORE CONCENTRATED  
THE MORE VALUABLE

Eighty-nine and eight-tenths percent (89.8%) of Cleveland Press circulation—the largest in Ohio—is concentrated in the city and suburban area of Cleveland. No more intensive circulation has ever been attained, or approached, in the state.

In this city and suburban area live all the people who buy from Cleveland newspaper advertising, and in this area THE PRESS has concentrated 203,487 copies of its total daily circulation of 226,487.

BUY CITY AND SUBURBAN CIRCULATION, for the more concentrated newspaper circulation is, the more valuable it is to all advertisers!

PRESS CIRCULATION IS WANTED. NO CIRCULATION

## The Cleveland Press

Detroit  
San Francisco

NATIONAL REPRESENTATIVE  
250 Park Avenue, New York City

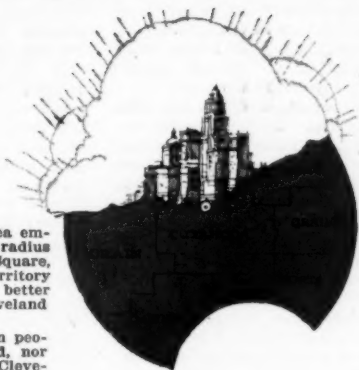
L A R G E S T

D A I L Y

ELIED  
N. Mich  
C U L

# ation!

TED IT IS,  
IT IS



**T**HIS is a map of the area embraced by a 35-mile radius of Cleveland Public Square, The "City and Suburban" territory of Cleveland newspapers, better known as "The TRUE Cleveland Market."

Akron is excluded for Akron people do not buy in Cleveland, nor do they buy in Akron from Cleveland newspaper advertising. Akron has good stores and good newspapers of its own.

A recent survey among 22 leading Cleveland retail stores selling all classes of merchandise proved that 96.1% of all business comes from the people who live here.

In Cleveland The Press is the BIG market place. It publishes more advertising for local merchants in six days than any other Cleveland newspaper publishes in seven. For years it has been the one outstanding newspaper among all local readers and retailers. Thoroughly entrenched in the business and social life of Cleveland, it has stood the test of Time. And it now has 36,436 more circulation in the city and suburban area than its nearest daily competitor.

MEASURES EVER EMPLOYED

## n Press



SCRIPPS-HOWARD

*First in  
Cleveland*

ALLIED NEWSPAPERS, INC.  
20 N. Michigan Blvd., Chicago

Seattle  
Los Angeles

ULATION

IN OHIO

the salesman. 'I'll dare you to let me send a telegram right now to your sales manager offering to buy 500 dozen of these garments at \$40. Furthermore, I'll bet you a good dinner that he accepts the order.'

"All right," the salesman told him. 'Write out your telegram and sign my name to it.'

"I'll do that little thing," the buyer replied. 'And what is more you'll sit right here in my office until the answer is received. I don't want you to be sending any other telegrams that might cause the cards to be stacked against me. Are you game or not?'

"The pleasing outcome can well be imagined. Discussing the episode with me later, the salesman admitted that the hour he passed in the buyer's office while waiting for our telegram was one of the most unpleasant of his life. Would we stick or not? Our telegram sharply taking him to task therefore accomplished three things. It gave him positive proof of the consistent integrity of his house. It increased his self respect and his performing power as a salesman. It showed the buyer, beyond all argument, that our price rule means exactly what it says and that our salesmen can be dealt with just as profitably as with any official of the firm."

#### WHY THE SALESMAN WAS BACKED

Van Raalte backed up this salesman because he followed the house rule. There are certain fundamental things which every Van Raalte salesman must know and do. Being plainly stated and easily understood, a salesman can have no valid excuse for departing from them deliberately. The firm freely admits that in learning to do things every salesman is sure to make mistakes. But whether his mistake be accidental or deliberate, he must remedy the damage done. Thus, discipline is maintained and valuable instruction given.

"In our estimation," Mr. Allen says, "just about the most important thing a salesman needs to learn is when to say no—and then, having said it, to stick to

it. In selling, there is altogether too much temporizing—too much trying to please everybody. This can only end in trouble for the salesman and the house.

"We have just about as fine a group of salesmen as you can find anywhere. They can say no and mean it. But, now and again, somebody slips.

"Last November, a New England retailer came in here very much aggrieved.

"You are a fine house!" he exploded. 'Here I have a letter telling me that you are not going to ship me any more merchandise. I have been selling Van Raalte goods for several years and my customers want them. And now, right in the midst of the Christmas selling season you stop shipping me goods. Where am I going to get the gloves and hosiery that I need for my Christmas trade?'

"It seems that this dealer had not been doing very well with our goods. He did not carry a sufficient line and was slow about using our selling helps. The salesman visiting that town concluded another dealer would be better and arranged with him to take on the Van Raalte lines. He told the first dealer of his decision and the latter of course protested, insisting that he be permitted to have our merchandise even though his competitor took it on. Apparently, the salesman, in an effort to be diplomatic and to save the customer's feelings, was not sufficiently frank in his reply. Anyway, the dealer got the impression that he could have goods and did not place his order elsewhere. We failed to ship, with the result that the dealer did not have goods for his Christmas trade.

"If your salesman was not going to ship, he should have told me so," the dealer declared.

"You are entirely right," we told him. 'How much merchandise do you want to take care of your Christmas trade?'

"He placed the order and it was shipped. We plainly informed him, however, that after January 1 he would get no more of our merchandise. He expressed appre-



ciation of our frankness and went his way.

"The salesman who was responsible for the mix-up was asked for an explanation. He was instructed to go back to the store, make the proper apologies to the dealer and adjust the incident satisfactorily. This he did, with the result that the dealer thoroughly respects this company and has at least some respect for the salesman. If our man had been entirely frank in the first place he would have maintained the full, instead of the partial, respect of the dealer.

"It would be too much to expect that a large sales organization could function without having a certain number of complaints from customers about how they are treated by salesmen. When one of our customers protests against a salesman's actions we lose no time in adjusting the matter. If the salesman has proceeded in accordance with our rules and policies (and usually it is easy to ascertain this point from the letter) we write the customer and tell him the salesman has proceeded in a manner entirely satisfactory to us. In other words, so long as a salesman functions according to the rules, he is always right in whatever controversies he may have with his trade and we back him up to the limit.

"On the other hand, if the misunderstanding has come up because of a mistake made by the salesman, or from his misapplication or wrong interpretation of our rules, he must drop whatever he is doing at the time, go back to the store, admit his mistake and reinstate himself with his customer. Punishing the salesman for his mistake is farthest from our thoughts. But the point is that he, as representative of the house, must have the entire respect and confidence of his customer. If he lacks this, his usefulness deteriorates. If a customer should send in a perfectly valid complaint and we should write him saying he is right and the salesman entirely wrong, what kind of standing would the salesman thereafter have in that store? Instead of this, we write the customer ex-

pressing our regret for the misunderstanding and telling him that the salesman has been instructed to call and thrash the matter out. The man who makes the mistake has got to rectify it.

"No complaint, regardless of its source, is too small for us to handle in this way. Most of them come up from little misunderstandings that, in themselves, would not amount to much. But, if they are not immediately adjusted they are likely to grow into serious differences. Adjusting a complaint does not mean that either the house or the salesman has got to be of an humble or contrite spirit. If the customer is wrong, if his complaint is unreasonable, he must be told so as emphatically as the occasion warrants. If he has been mishandled, intentionally or otherwise, proper explanation and apology must be made—and by the salesman who is responsible for the error."

#### SALESMAN IS STRENGTHENED

The entire object of the system, according to Mr. Allen, is to build up the salesman's morale, increase his self-respect and solidify his standing with his trade. All the dealings a retail buyer has with Van Raalte are, in a manner of speaking, built around the salesman. The buyer is given to understand in numerous ways that the salesman who calls upon him regularly is his point of contact with the house, for the adjustment of difficulties, the purchase of goods or for anything else. The system holds whether the individual transaction is with the salesman or is carried out by the buyer with somebody else when he visits the Van Raalte salesrooms personally.

It is understood, of course, that the salesman's training and his imbuing with the Van Raalte policy take in a proper consideration of all the factors that enter into customer relationships. Policies of sales and methods of handling any given situation are not arbitrarily laid down by the company without a due regard for the other side of the picture. So that, when the salesman says this or that is the case, the actual position of the



## *The Bulls-Eye of A* *... and C*

An increasingly big share of Oklahoma's gold finds its way to Oklahoma City, the business center of this prosperous trade territory. The Oklahoma City market is notably rich in selling opportunities. In this area where 728,624 able-to-buy people reside, the 141,000 daily—84,000 Sunday, circulation of the Daily Oklahoman and Times is concentrated. An analysis of Oklahoma City and its market will convince you that advertising in these newspapers is a short-cut to profits!

# THE OKLAHOMAN

*Publishers of* **THE DAILY OKLAHOMAN**  
**OKLAHOMA CITY TIMES**

Represented by E. KATZ SPECIAL ADVERTISING AGENTS

York

**I**S Oklahoma the bull's-eye of America's agriculture and commerce? Let these striking excerpts from trade reports and crop forecasts answer the question:

"Oklahoma is in a more prosperous agricultural condition than any other state; Oklahoma crops show a 31.4 per cent increase over the state's 10-year average, a 27 per cent increase over the 1926 average for the U. S." . . . "Oklahoma state banks gain \$3,500,000 cash resources during the past six months period." . . . "Black gold, coal, crops and produce in unprecedented increases for January place Oklahoma in the lead of the Tenth Federal Reserve District." . . . "Building permits for Oklahoma City increased 48.5 per cent in 1926 over 1925." . . . "Oklahoma citizens and corporations rank second in the percentage of increase in income taxes for the year 1926 over 1925." . . . On the new Forbes map and the Babson sales and credit map for January, Oklahoma is given the most enviable rating.

Yet Oklahoma as a state is only eighteen years old and is cultivating only one-third of her area. In the light of such figures, Oklahoma is the bull's-eye of agriculture and commerce!

# f Agriculture Commerce!

The average Oklahoma farmer has an annual cash income \$509 greater than that of the average American farmer. And indications are that during 1927-28 Oklahoma farmers will lead American farmers in earning power by an even greater margin! The last two weeks of January were worth fabulous sums to Oklahoma crops. The sub soil has been soaked as it seldom has been in the last fifteen years. With plenty of cash in their pockets and a heap more in sight, Oklahoma farmers are big buyers of products advertised in the Oklahoma Farmer-Stockman, Oklahoma's only farm paper.

## IA PUBLISHING Co.

OM THE OKLAHOMA I Oklahoma City  
TIM ARMER-STOCKMAN

G AG New York Chicago Kansas City Detroit Atlanta San Francisco

customer has already been considered and the house's stand reconciled to that position. The "we" element as such has been eliminated by The Van Raalte Company unless it is put on a reciprocal basis. In telling a customer about "our policy," "our mills," "our angle"—there is every bit as much regard for the complementary factors of "store's policies," "customer's profits" and "buyer's angle."

A buyer, for example, may visit the house, seeking a special job lot of merchandise for a sale. His record card (or perhaps *her* card, since many buyers in this line are women) is consulted to see the extent of the store's purchases of regular goods during a certain period, with the object of ascertaining whether the job-lot favor should be extended.

Present merchandising operation of department stores calls for special sales at certain periods of the year. These sales usually take in merchandise that does represent a bargain to the consumer. Buyers go first to their regular manufacturers for these specials and if unable to secure their sale requirements as they may interpret them, are forced to look in the open market for goods for the sale events. The Van Raalte Company realizes this and does aim to provide such merchandise for its regular dealers. The restriction on these specials is that the account be one using the regular lines in volume enough to warrant the concessions they are after. Such special merchandise is entirely separate from the goods sold all year round at regular prices under the Van Raalte brand and takes in either styles, colors and weights that have been discontinued from the current ranges, or else is of a quality that keeps it out of the standard "first" but represents a very fine value for the wholesale and retail price, nevertheless.

Unless a store uses the Van Raalte line in its regular and profitable ranges, no such specials can be purchased and this is emphasized by the man on the road as strongly as to the buyer in New York.

If the buyer is not awarded the

job-lot he wants, he is told the exact reason why, without any equivocation. In the matter of saying no, the house exercises the same degree of firmness it demands from its representatives.

Van Raalte also allows its men to exercise self-determination in the matter of sales presentation.

"We make sure that our men are carefully trained in the fundamentals of salesmanship," says Mr. Allen. "They must know our merchandise as well as our policies and operating rules. They must be of a type that can deal resultfully with a high-class trade. But we do not attempt to dictate to them as to what they shall say or how they shall say it.

"To be successful in a big way, a salesman must be allowed to function in accordance with his own personality. I have heard a great many arguments lately for and against canned selling. Our experience and best thought lead us to be emphatically against it. Teach a salesman a selling talk and insist that he use it no matter what kind of trade he approaches and you turn him into a machine. The sales presentation is something he must work out for himself and we are not particularly concerned how he does it. A stereotyped method of approach may not fit in with a salesman's personality any more than with that of his customer.

"In short, our salesman must be himself. Out on the road his is the responsibility. We exact implicit obedience to certain rules. Within this limit, the salesman is the boss and we will go with him all the way."

### Northwest Fruit Distributors Change Name

The name of the Northwest Fruit Distributors, Seattle, Wash., Snoboy apples, fruits and vegetables, has been changed to the Snoboy Fruit Distributors.

### W. H. Dallam Advanced by "Furniture News"

W. H. Dallam, advertising manager, has been elected secretary-treasurer of the Furniture Gazette Publishing Company, publisher of the *Furniture News*, St. Louis.

# Novelty Backgrounds in Business-Paper Campaigns

The Use of Maps, Waves, Lace and Other Things Gives These Campaigns the Modern Art Atmosphere

By W. Livingston Larned

**N**OVELTY of design and technique is noticeable in the newer campaigns designed for use in business papers. These novelties frequently take the form of ornate and spectacular background effects.

It is possible, in this manner, to make a series distinctive, and to set off any merchandise which it is necessary to illustrate.

The ingenuity developed in the creating of these backgrounds is pronounced. Many of them combine beauty and the commercial atmosphere necessary to tie up with the product. It is characteristic of current Rogers, Lunt & Bowlen silverware advertising, in business papers, for example, to secure photographic reproductions of period canvases and exhibits in the Metropolitan Museum of Art, and to employ them as highly artistic background settings for new patterns in silverware.

If, for a season, an Early American pattern is decided upon as the featured line, the museum exhibits are brought to bear upon the campaign, and the most elaborate subjects made accessible. The jeweler, it may be said, has developed an extraordinary interest in such backgrounds where they relate to patterns. He looks upon museum data as part of his business education.

It is in this manner that a current series for Wallace Sterling Silver secures atmospheric backgrounds of lace. If the featured pattern be Renaissance, for instance, the museum officials will



THESE POWDER PUFFS FORM NOT ONLY AN ATTRACTIVE BACKGROUND BUT ALSO TIE UP NICELY WITH THE PRODUCT

do everything in their power to collaborate. Customarily sealed fabrics are uncovered for photographing in any perspective the advertiser may desire. The museum has its own photographic studio, and experts, at a quite nominal cost, give you what you want, within reason.

That period silverware should



## WALL STREET *and* PARK AVENUE...

**F**IVE days out of six the EVENING POST NIGHT EDITION, giving Wall Street closing prices, reaches the corner of Broad and Wall Streets ahead of the same edition of other afternoon papers. Usually this is within thirteen minutes after the ticker stops.

You can get the same edition of the EVENING POST as far uptown as Park Avenue and 86th Street, twenty-nine minutes later, and with the same regularity.

I cite the example of the EVENING POST's "Wall Street Closing" because its distribution is the most dramatic of any of the POST's

eight editions. More people read this edition of the **EVENING POST** than any other edition.

But the same careful planning and minutely worked-out organization are applied to all the other editions of the **POST**. Gathering the news and printing it is only half the battle. Getting it to the reader swiftly is equally important.

Across the front of the General Post Office is carved: "Neither snow nor rain, nor heat nor gloom of night stays these couriers from the swift completion of their appointed rounds."

That inscription does not appear on the building of the **EVENING POST** but the readers of the **POST** who have come to depend upon it for a complete digest of the day's news, know that it might well be carved there.



*Abram Newman*

[[CIRCULATION MANAGER]]  
[[N. Y. EVENING POST]]

appear in conjunction with period laces and background effects is desirable, and the association of ideas is beneficial to the product itself. The harmonious setting supplies the proper quality atmosphere, to which jewelers are receptive to a gratifying degree.

One advertiser, in jewelry magazines, has adopted for a standardized background setting, gorgeously designed old scrolls and parchments, weathered by time, and reeking of antiquity. Since his messages are almost all "special announcements" the connection is a happy one.

A museum has supplied him with originals, which are photographed to page size. Then the lettered surfaces are air-brushed in such a manner that hand-lettered script stories can be superimposed upon them.

A manufacturer of platinum accessories for jewelers has followed an equally attractive plan, using old and rare books. Each month, a new book is outspread in the advertisement, carrying with it the authentic detail of binding and distinctiveness of paper. But the open pages are re-lettered, the copy being short.

Museum officials made this campaign possible, also.

Another unique background effect has as its base a flat-tint, over-all map, executed in very delicate tones of gray. This map occupies more than two-thirds of the page advertisement, and features Spain, Italy, France, Germany, Holland, Austria and Czecho.

The advertiser's art products are brought from these countries and consist of typically beautiful articles sold in art and jewelry

stores. In order to emphasize their origin and the character of their workmanship, photographic replicas of them are superimposed upon the map, correctly placed in relation to the various countries. The effect of this is most novel and attractive. The plan is an ideal one for an advertiser who



From every corner of Europe we are receiving New and Beautiful Art and Gift Items to Enhance the Jeweler's Gift Department. Our imported and domestic lines will be on display at the Eastern Manufacturers & Importers Exhibit, Palmer House, Chicago, Jan. 31st to Feb. 17th on Rooms 184-185-186.

Jan. 31st to Feb. 17th in rooms 184-185-186.

The Show You Cannot Afford to Miss—Remember the Dates.

If You are in New York Visit Our First Floor of Showrooms

**FERDINAND BING & CO.'S** Successors, Inc.

Public Court Bldg., My. Henry C. Hobbs,  
Transportation Bldg., Los Angeles, Cal.

67-69 IRVING PLACE, NEW YORK CITY

THE SPOTTING OF THESE PRODUCTS LIFTS THIS ADVERTISEMENT FROM THE CATALOG PAGE CLASS

uses space in every issue of a publication, for it is only necessary for him to have a supply of photographic reproductions of the background map, and to mount new articles upon them for each separate insertion.

A campaign running in clothing and haberdashery publications uses a startling Scotch plaid background, every other square of color being devoted to a small illustration carrying the atmosphere of Scotland.

In this one plaid design, there are something like twenty-five beautiful little Scottish scenes, ranging from a crumbling and



picturesque castle, to a pastoral scene by blue lake. So interesting is this background and so packed with picture interest, that it bears repeating, month after month, only the text in the mortise being changed.

An advertising theme or a campaign slogan often sets the pictorial pace for a series in business publications, the background doing much to popularize the spirit of the year's effort. A certain necktie house wished to emphasize the thought that its new line rode on the "top crest of the wave of national popularity," and for months the advertising's atmosphere came from the collection of a marine photographer, who has long specialized in camera studies of giant waves, white crested and remarkable for their suggestion of movement.

It was easy to mortise out white areas in these crested waves, or in dark masses of water rolling up from a rocky coast. The effect was unusual and spirited. One novel layout displayed the crest of a wave tossing reproductions of ties high into the air, in apparent confusion, although the patterns were easily distinguishable.

A similar expedient was used by another advertiser, this time using as a background motif a series of photographs of mountain peaks. "Towering Achievement" was the thought this underwear manufacturer desired to constantly convey to the trade. The backgrounds gave an old idea new life. The majesty of those mountains dignified the campaign to an extraordinary extent.

Here was atmosphere, easily obtainable, for it was only necessary to go to a camera art service and select prints.

To retailers specializing in men's clothing, an advertiser advanced the idea that his factory was a gateway to higher sales and increased prestige. Each advertisement continued the suggestion of the gateway. The backgrounds were gates of many styles and kinds, including the ornate entrance gate of the plant where the advertiser's goods were manufactured. Such ideas as this auto-

matically supply the advertiser with art atmosphere for an entire campaign, and minimize his search for a decorative idea background.

One large manufacturer has, for several years, dwelt upon the idea of "importations" in his advertising. New stocks are constantly arriving from foreign ports. In this series ocean liners, ports, etc., constitute the desired background setting. The foreign connections of the company are featured, as well.

An original campaign for "Twin Dandies, the Smart Shoe for Little Folks," is appearing in shoe trade journals. A number of children, superimposed against flat gray backgrounds, are shown engaged in various games. One of these attractive pages portrayed no less than thirty little children, in a variety of comical poses. In some instances, the background effect is secured by photographing special wallpapers for nursery use, and the figures are placed over the unusual pattern.

A campaign for Wilson Brothers forms its backgrounds, serialized, of extraordinary artistic interior views of the factory. The dealer, it has been shown, is genuinely interested in these intimate production views. It is pointed out in the text, each time, that merchants should know more about how the goods they sell are made. The weaving of fabric stripes is pictorially interesting, as an intricate machine welds many colors together. A knitting room panorama is equally instructive. By allowing these photo prints to cover the entire page, and cutting out a small mortise for type, backgrounds are obtained which carry a selling message of importance to the retailer.

The retailer is interested, first of all, in merchandise, but this does not necessarily mean that artistic advertising fails to impress itself upon him. Everything in the retail field today suggests a more attractive environment. Stores are more artistic than formerly and the merchant is proportionately more receptive to atmosphere of this kind in advertising.

# Don't *Step* On

**E**VEN the healthiest baby requires a certain amount of tender nursing.

Even the sturdiest advertising idea requires delicate and sympathetic handling at its birth and during infancy.

More brilliant advertising themes have probably been kidded or gloomed to death than have died of their own ineptitude.

Consider, for instance, the advertising of Fleischmann's Yeast. It took courage on somebody's part—at least courage enough to keep hands off—when it was decided to

present yeast as a food that everyone might use rather than as an ingredient for the infrequent loaf of home-baked bread.

The idea probably would not have lived to see the light of publication if a few members of the Fleischmann organization had waxed flippant over it—or gravely pointed out the forbidding dangers and pitfalls that beset its path.

A new-born babe must first fill its lungs. A good rule to follow in regard to new advertising is to stand back and let it breathe.

# the Baby

The advertising that we produced during 1925 doesn't look quite so polished as the advertising we produced in the year just ended. The material we have in preparation today seems better than either.

Nor is that so strange. A talking movie of ourselves taken two years ago would now look and sound a little behind the times. The same

thing goes for you, as well.

When your agency brings you a basic selling and advertising idea, give it a long, hard look—then clasp your hands behind you.

It may not be perfect at the moment. But there are no records of mature strength at birth since the day Hercules leaned out of his bassinet and strangled a pair of serpents.

GEORGE BATTEN COMPANY, INC.

*Advertising*



# Little Risk Now in Selling to Farmers on Instalments

With Reasonable Credit Precautions, Loss Usually Is Too Small to Bother About

HONIG-COOPER COMPANY  
SAN FRANCISCO, CALIF.

Editor of PRINTERS' INK:

I have an article which retails for \$5 and sells to farmers and poultrymen. It is sold in units of eight, which makes a total sale of \$40, \$80 or more. No service or installation is required.

In selling this article by mail it is almost necessary, I feel, to arrange for thirty days' free trial and perhaps for instalment payments. Can you give any information as to the percentage of losses which might be incurred through purchasers refusing to pay or returning merchandise? Also the percentage of losses that might be expected in instalment selling?

Further can you advise me as to the best means of protection to prevent such losses?

S. R. HUTTON.

A RETAILER once told us that the average person is much more prompt about discharging an obligation incurred by mail than in paying his bill at the store. He regarded this as another of those peculiar little quirks of human nature that cannot be satisfactorily explained.

Actually, the condition which he visualized correctly has a psychological explanation. When a person buys a thing by mail, his name is signed to the order. He has gone definitely on record as buying the merchandise and agreeing to pay for it. Whether he is inherently honest or not, this has its effect and if he pays anything it is pretty sure to be the obligation he has signed.

This is by the way of preface to saying that Mr. Hutton need not incur any more than a negligible loss in merchandising the commodity he speaks of in the manner he proposes. Operations aggregating millions are carried on by means of free trials of the merchandise and instalment payments. This is even done in the selling of band instruments, as was described in the article about the H. N. White Company, of Cleveland, which begins on page sixty-five of

the January 20, 1926, issue of PRINTERS' INK.

Summing up the composite experiences of various organizations doing this kind of selling, it is possible to set down the following underlying principles:

A piece of merchandise should never be sent on approval unless it is expressly ordered. When a would-be seller forwards an article to a person unasked, trusting to that person's honesty to pay for it or return it, he is taking a chance and an unfair advantage. If he loses, it is his own fault. In one way, we are almost ready to say he deserves to lose.

The way to send out an article on trial is to describe specifically in the advertising the exact method by which the transaction will be made. Then, the person ordering the goods on approval should be required to sign an order blank on which the terms are plainly stated. He subscribes his name to an agreement to use or try the article for a stated number of days and then either to return it or to pay for it in accordance with whatever terms may be laid down. With a trial order of this kind he should be required to establish himself just as thoroughly in a credit way as he would be if he were actually purchasing the merchandise right then on open account or instalment. Thus, he has undertaken a definite obligation and has proved his financial ability to discharge it. The whole thing is down in black and white. Only a fractional part of trial-order merchandise sent out in this way is lost.

The same principle holds good in instalment selling. When the prospective customer expresses interest in the merchandise he should be sent an order blank which he must fill out and sign. On this, there should be some blanks calling for information which will enable

the house to determine his credit standing. He should be called on to give his age, whether he is married or single, and number of dependents. If he is a farmer, does he own his land or rent it? If he is employed, who is his employer, and how much weekly or monthly pay does he get? How much does he owe, and to whom? He should be required to give the names of three or more responsible people in his locality with whom he has had business relations. He should give the name of a local banker, whether he has a bank account or not. The small-town banker usually has an accurate line on people's credit standing and can be depended upon to tell the truth. How long has the applicant lived in the town and where did he live before that? He should give also the names of two or more near relatives, no matter where they live. This latter requirement has proved valuable at times in locating gentlemen who are careless about paying and who have departed without leaving forwarding addresses.

After a man has signed his name to an order, of which all this credit information is an integral part, it is not remarkable that he should feel that he has assumed a real obligation. Before the merchandise is shipped, the customer's references should be looked into. It usually is sufficient to send the whole credit showing, as made by the applicant, to the banker in a town. For 50 cents or so, he will check over the names and report on the man's credit standing.

If the report is favorable, the house is reasonably safe in shipping the goods. Strange to say, and certain suspicious gentlemen to the contrary notwithstanding, the average person is reasonably honest. Most people really intend to pay for what they buy. They default only when they have bought so much that they are unable to pay. It is important, then, to make sure that the customer is not obligating himself beyond his capacity. If he is already in debt he should not be allowed to incur additional obligation.—[Ed.]

PRINTERS' INK.

## Des Moines "Tribune" Buys Des Moines "Capital"

The Register and Tribune Company, publisher of the Des Moines *Tribune*, has purchased the Des Moines *Capital* from Lafayette Young, Jr., and Harold Young. The purchase involved a sale consideration of more than \$550,000. The *Capital* was founded in 1882, while the *Tribune*, which is a younger publication, was first published in 1906. Both newspapers, beginning with the issue of February 14, were consolidated as the *Tribune-Capital*.

The *Capital*, which was founded by the late Lafayette Young, has been the exclusive property of the Young family for almost thirty-seven years. For twenty-five years of this period his sons, Lafayette and Harold, have been active in the managing and editing of the *Capital*. In a statement announcing the change of ownership, they state that the property has been sold for the reason that both are anxious for opportunity for travel and more leisure than a hotly competitive situation permits.

## Death of Gustave H. Buck

Gustave Herman Buck, president of Alco-Gravure, Inc., vice-president of the American Lithographic Company, and a director of the Crowell Publishing Company, New York, died on February 8 at Albuquerque, N. Mex. He was seventy-six years old.

In 1891 Mr. Buck joined in the formation of the American Lithographic Company. He is credited as being the first to introduce fac-simile water-color work in commercial lithography.

## New Advertising Business for St. Louis

Elmer D. Berger, president, and Le Brun Jenkins, vice-president, of the Bergen Advertising Company, St. Louis, have resigned to organize a new advertising business at that city, to be known as the Berger-Jenkins-Oberg Advertising Company.

Mr. Oberg, the third member of the firm, was formerly with the National City Bank of St. Louis.

## Minneapolis "Tribune" to Change Column Size

Beginning with the issue of March 7, the Minneapolis *Tribune* will change its page size from seven to eight columns. The type page size will be 16½ inches wide and 22 inches deep. The change will apply to all black-and-white sections only.

## H. J. Martin with "The Sportsman"

Howard J. Martin, formerly of the advertising staff of the New York *American*, has joined the Eastern advertising staff at New York, of *The Sportsman*, Boston.



First newspaper

Agate Lines

**The New York Times**

29,788,828

|                  |            |
|------------------|------------|
| Second .....     | 18,785,853 |
| Third .....      | 17,899,284 |
| Fourth .....     | 17,658,831 |
| Fifth .....      | 16,245,237 |
| Sixth .....      | 14,758,009 |
| Seventh .....    | 13,112,851 |
| Eighth .....     | 9,842,432  |
| Ninth .....      | 7,881,770  |
| Tenth .....      | 6,982,716  |
| Eleventh .....   | 5,803,533  |
| Twelfth .....    | 5,611,732  |
| Thirteenth ..... | 5,181,281  |
| Fourteenth ..... | 3,699,155  |

**The New York Times***First in the Fin*

The New York Times advertising leadership over the second New York newspaper was *greater in 1926 than in 1925*.

The Times excess over the second newspaper was 11,002,975 lines in 1926. In 1925 the excess was 10,693,382 lines.

The margin of The Times leadership over the second newspaper was greater than the margin of any other one newspaper over another.

Daily and Sunday The Times circulation is now at the highest point in its history. Net paid sale daily over 375,000 copies; Sunday over 650,000 copies.

**The New York Times**  
*First Market*

WHOEVER writes the copy for our friends Frederick Nelson Phillips Inc., of New York, patrons of Printers' Ink and typographers extraordinary, not only wields a trenchant pen, but promotes a pungent thought.



A while back these folks said: "A law library doesn't make a lawyer. What wins alike in court and print is perceptivity and concentration to draw from books or types all that's in the case." Than which no truer truism has been presented.



Looking at it from the angle of advertisement-buying in which we happen to be personally interested, it would seem that the advertiser who attempts to count all the

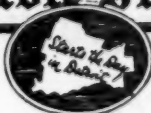
noses in a market via agate lines isn't exactly practicing "perceptivity and concentration to draw . . . . . all that's in the case."



We'll grant you that circulation is important—The Sunday Detroit Free Press now being at the 300,000 mark—but it should not alone be the "All High" that space buyers bow down and worship. For instance, there are approximately 30,000 homes in Detroit alone whose occupants cannot read English. That shows how easily one may be led astray when buying advertising per inch per barrel of circulation.

## The Detroit Free Press

VERREE &  
National



CONKLIN, INC.  
Representatives

New York

Chicago

Detroit

San Francisco



# The Court of Appeals Unties Some Trade-Mark Knots

Final Court Decisions on Questions of Trade-Marking

*Washington Bureau  
of PRINTERS' INK*

**B**ECAUSE the decisions in trade-mark cases of the Court of Appeals of the District of Columbia are practically all final, they are particularly important to everyone interested in trade-marking.

Probably the most important case decided by this court last week involved, as its main issue, the question as to the same descriptive properties of the goods, a question which frequently governs the validity of a trade-mark. It was the case of Joseph DiSanto v. Dominico Guarneri, in which one Patent Office decision reversed another, and in which one judge of the District Court entered a dissenting opinion.

The final opinion relates that on June 19, 1924, Guarneri filed application for registration of a trade-mark to be used on olive oil, under the trade-mark Act of 1905. The mark consisted of a bust likeness of the Italian patriot, Giuseppe Mazzini, surrounded by a border consisting of concentric circles, with the word "Mazzini" in heavy black type at the bottom of the likeness.

On September 18, 1924, DiSanto filed notice of opposition to this registration, and it was sustained by the Examiner of Interferences. On appeal, however, the Assistant Commissioner of Patents reversed the decision of the Examiner and granted registration to Guarneri. And from this decision DiSanto appealed to the Court.

The testimony showed that DiSanto resides in Duluth, Minn., and has been there for several years conducting the business of an importer and jobber of olive oil, tomato paste, malt syrup, cheese, raisins and other food products, all of which have been sold under the trade name "Mazzini." In May, 1919, DiSanto registered this mark for effervescent granular

salts, and he also registered it in October, 1924, for tomato paste. In the latter instance, the mark "Mazzini" was in outlined letters, and DiSanto also applied for registration of the same mark on malt syrup.

Another phase of the testimony, emphasized by the court, was that it appeared from the record that the word "Mazzini," sometimes associated with a likeness and sometimes without, has been used continuously by DiSanto as a trade name upon effervescent salts since 1916, upon tomato paste since February, 1923, and upon malt syrup or malt extract since 1920, in interstate commerce.

In 1916, DiSanto determined to use the mark on olive oil, and advertised the product under the brand. Because of war conditions, however, the importation of the oil soon stopped, and none was sold in interstate commerce under the brand until July, 1924; but since that time the record shows that the trade name "Mazzini" has been used by DiSanto in connection with the sale of olive oil.

The testimony shows that Guarneri resides in Brooklyn, where he conducts a business of wholesale and retail groceries, and that since August, 1923, he has been selling olive oil in considerable quantities bearing the trade name "Mazzini." While there was some question as to whether his sales constituted interstate commerce, the court was of the opinion that the goods had been so sold.

## ONLY ONE ISSUE

"There is but one issue presented here," the decision reads. "DiSanto, the opposer, claims that confusion is likely to arise in the trade which he claims to have established in goods of the same descriptive properties as those in which Guarneri desires to register his proposed trade-mark.

"On the other hand, Guarneri

contends that, even conceding the prior use and registration of the trade-mark 'Mazzini' upon effervescent salts, malt syrup and tomato paste, these are not goods of the same descriptive properties as olive oil, and hence there can be no successful opposition here. As to the use of this trade name by Di-Santo on olive oil, it does not appear that he in fact so used it until after Guarneri had put his product upon the market. What opposer may have intended to do cannot control."

Therefore, it is apparent that the question involved is whether tomato paste and olive oil are goods of the same descriptive properties. The decision discusses this question at length, citing a number of previous decisions, and answers it in the affirmative. Because the same question has been the cause of innumerable conflicts, both in the Patent Office and the courts, the reasoning by which the court reached its conclusion undoubtedly will have an important bearing on future cases of the kind. On this phase the decision reads:

"It is a matter of common knowledge that the products, tomato paste and olive oil, are both food products, one a condiment for the making of soups and relishes, the other principally used as an ingredient for sauces and salads. They are sold as canned goods, from the same establishments, and presumably to the same class of purchasers. The purchaser of olive oil would doubtless be led to purchase a brand with which he had become familiar as a purchaser of tomato paste. Thus confusion would result and not only the maker of the tomato paste, but the public as well, would be deprived of the protection which it was, obviously, the purpose of the trade-mark statute to give. And if it be found that there is doubt as to whether such confusion will exist, it is the duty of this court to resolve that doubt against the newcomer in the field."

Another interesting case in which the main issue was the descriptive properties of the goods was that of *W. R. Roach & Co. v. C. & J. LeBue Brothers*. The testimony

showed that the latter concern applied for registration of its trade-mark, consisting chiefly of a representation of a heart, for use on macaroni. The Roach company opposed the application, on the ground that it was the prior registrant of a mark similarly embellished with a heart, used on canned fruits, vegetables, salmon, pork and beans, evaporated milk, fresh fruits and vegetables, coffee, tea and similar products. The Roach company also used this mark on macaroni, but this use first began after the present application of LeBue was filed.

The Examiner of Interferences dismissed the opposition of the Roach company upon motion of applicant, on the ground that the goods on which the Roach company had used the mark, prior to the application, were not of the same descriptive properties as macaroni.

The Roach company appealed from the dismissal to the Commissioner of Patents, who upheld the decision of the Examiner. The case was then appealed to the court, and in affirming the decision of the Commissioner, the court cited its previous decisions in *Johnson Educator Food Company v. Sylvanus Smith & Company, Inc.* (37 App. D. C. 107), and the *Quaker Oats Company v. Mother's Macaroni Company* (41 App. D. C. 254), and said:

"The first of these cases held that salted, smoked and canned fish were not of the same descriptive properties as crackers, biscuits, bread and breakfast cereals. The second case held that registration of the word 'Mother's,' as a trade-mark for macaroni, spaghetti, and vermicelli, will not be denied on the ground that it would be deceptive and confusing because already used as a trade-mark for breakfast cereals."

The case of the *Montevallo Mining Company v. Little Gem Coal Company* and *Blake Coal Company* involved the validity of a mark that had been registered for some time. This case started with a cancellation proceeding in the Patent Office, brought by *Little Gem* and its distributing agent,



*The*  
**NEW YORKER**

*announces  
the appointment of*

**HOWARD BALDWIN**

*as Western Manager*

*Offices at*  
**307 North Michigan Avenue in Chicago**



*[Facts like this have made  
"Successful Farming's"  
market the first advertis-  
ing buy—]*

Farm tractors, of all farm equipment, are a true indication of the buying power and progressiveness of farm people. 63% of all tractors in the country, according to Government figures, are on farms in the "Heart States."

Such modern equipment used in operating "Heart States" farms emphasizes the leadership of these farm people in production methods—it reflects their stability and buying power.

E. T. Meredith, Publisher Des

# SUCCESSFUL

"The Backbone of Most Successful" sing

*Each year, and Regularly*

## The Government Reports ~

*More than half the entire farm income of the nation is produced by the farm families living within the 13 North Central states.*

Successful Farming is the one farm paper that concentrates its editorial services particularly for these farm families in "America's Agricultural Heart." This tradition of up-to-date service is in its twenty-fifth year.

Because of its editorial influence in the primary farm market, where concentrated farm dollars make volume-selling possible, advertising in Successful Farming is profitable.

Des Moines, Iowa

# L FARMING

ul ing Campaigns in the Farm Field"

Blake, seeking the cancellation of a trade-mark "Montevallo," registered by the Montevallo Mining Company, for use on coal.

The testimony established that Montevallo, a town in Cahaba Valley, Alabama, existed long before the discovery of coal in the region. It also showed that both companies engage in coal mining, extracting coal from the same seam, located in the Montevallo Basin in the vicinity of the town of Montevallo. Apparently, this testimony clearly established the geographical nature of the trade-mark, for the court decision reads:

"The mark is purely geographical and is not subject, under the trade-mark Act, to registration by either company. The decision of the Commissioner of Patents, cancelling the registration of the mark by appellant company, is right and accordingly affirmed."

The question of priority was settled in the case of Raphael N. Paris v. W. W. Stewart & Sons. This was an appeal from a decision of the Patent Office sustaining a petition filed by Stewart and cancelling the registration secured by Paris, dated September 12, 1922, of the trade-mark "Cadets," accompanied by a picture of a cadet, for use on cigars.

Stewart claimed prior ownership and use of the mark, and the court determined, according to the findings of the Examiner and the Commissioner, that since the year 1905 Stewart had used the notation "John Hay Cadets" on cigars, whereas Paris did not use his notation "Havana Cadet" prior to the year 1909. In addition to the word "Cadets," Stewart also had used the notations, "Club House," "Invincibles," and others associated with "John Hay," and it appeared from the testimony that the word "Cadets" had always been associated with the notation "John Hay." It also appeared that the word "Cadets," as used by Stewart, was confined to cigars of a particular size, and it was claimed by Paris that the name is a grade name indicating size or quality only, and not a trade-mark indicating the origin of the cigars.

"This contention," the court's decision states, "was over-ruled below, and it was held that the name performed both functions, and would likely be relied upon by the purchasing public as indicating origin as well as size or quality. . . . It was also held below that the resemblance between the notations in question, to wit, 'John Hay Cadets' and the word 'Cadets,' is sufficient to cause confusion in the trade, and that injury to the appellee would necessarily follow. The appellant's registration was accordingly cancelled."

The case of Rice-Stix Dry-goods Company v. Joseph Horowitz & Sons, Inc., was an appeal from concurring decisions of the Patent Office denying the application of Rice-Stix for registration of a trade-mark, because of the prior use of a similar mark by Horowitz on goods of the same descriptive properties.

According to the testimony, as reviewed by the decision, in October, 1923, the Rice-Stix company filed application for registration of a mark consisting of the words "Big Chief," associated with a side view figure of an Indian head dressed after the fashion of an Indian chief. The mark was claimed for men's and boys' outer shirts, and use was asserted by the applicant since January 11, 1915.

Horowitz had obtained registration, in June, 1919, of a mark also consisting of the same words and a similar likeness of an Indian chief, for use on work shirts. The record shows no earlier use of this mark by the registrant than the year 1919. However, in the present case, the decision comments on the fact that Horowitz introduced evidence tending to prove that as early as the year 1906 he adopted a mark consisting of the word "Chief," associated with a full-face view of an Indian chief, for use upon similar goods, and that he has used the same continuously from that date until the time of registration of his mark. He claimed that this fact served to preclude the registration applied for by Rice-Stix.

The court commented on the fact that Horowitz's claim to the

use of the mark had been sustained by the Patent Office as a bar to registration by Rice-Stix, and concluded:

"We have examined the testimony, and find it sufficient to sustain the conclusion reached by the Examiner and the Commissioner."

The decision in the case of Ostermoor & Company, Inc., v. International Bedding Company is of interest because it authoritatively explains the ten-year clause of the Act of 1905. The case was appealed from a decision by the Commissioner of Patents in two trademark opposition proceedings which were consolidated. "Opposition No. 5477 involves a mark consisting of a mattress, one end of which is open so as to expose the layers of felt composing the mattress. Opposition No. 5478 differs from the above mark only that it shows a two-piece mattress."

The decision relates that this mark was registered in 1900 under the trade-mark Act of 1881, and again in 1905 under the Act of that year. Later the registration under the Act of 1905 was cancelled, for the reason that the mark was descriptive and incapable of registration. The decision then continues:

"It is sought now to register the mark under the ten-year clause of the trade-mark Act of 1905. To accomplish this the applicant must establish exclusive use of the mark during the ten-year period prior to the passage of the Act of 1905. The tribunals of the Patent Office found from the testimony that appellant had failed to establish such exclusive use and was, therefore, not entitled to registration. We have examined the evidence in the case and find that it overwhelmingly supports the findings of the Commissioner."

### Ajax Comb Account to Platt-Forbes Service

The Vulcanized Rubber Company, New York, manufacturer of Ajax hard rubber combs, has appointed the Platt-Forbes Service, Inc., New York advertising agency, to direct its advertising account. Business papers in the drug, novelty and department store fields will be used.

### The Farmer Needs to Co-operate and Advertise

"New England farmers must co-operate to get volume, standardize through organization and then advertise to sell their products," in the opinion of Earnest K. Thomas, manager of the agriculture department of the Rhode Island Hospital Trust Company, Providence. In speaking before the Pawtucket Kiwanis Club, he said that he believed the raising of a superior product, the co-operation of the farmers, plus constant advertising, would be the means of bringing prosperity to the farmer.

### Investment Account for Hurja-Johnson-Huwen

The Reliance State Securities Company, Oak Park, Ill., investment banking house, has placed its advertising account with Hurja-Johnson-Huwen, Inc., Chicago advertising agency. A newspaper campaign will be used.

### H. L. Stone with Chambers & Wiswell

Harry L. Stone, for many years an account executive with the Hunt-Luce Advertising Agency, Boston, has been elected a vice-president of Chambers & Wiswell, Inc., advertising agency, also of Boston.

### Death of Frank T. Williams

Frank T. Williams, formerly Southern division manager of the Union News Company, with offices at Richmond, Va., who was recently promoted to the position of general manager of that company and transferred to New York, died on February 11, at Orange, N. J.

### Starts Advertising Business at Roanoke

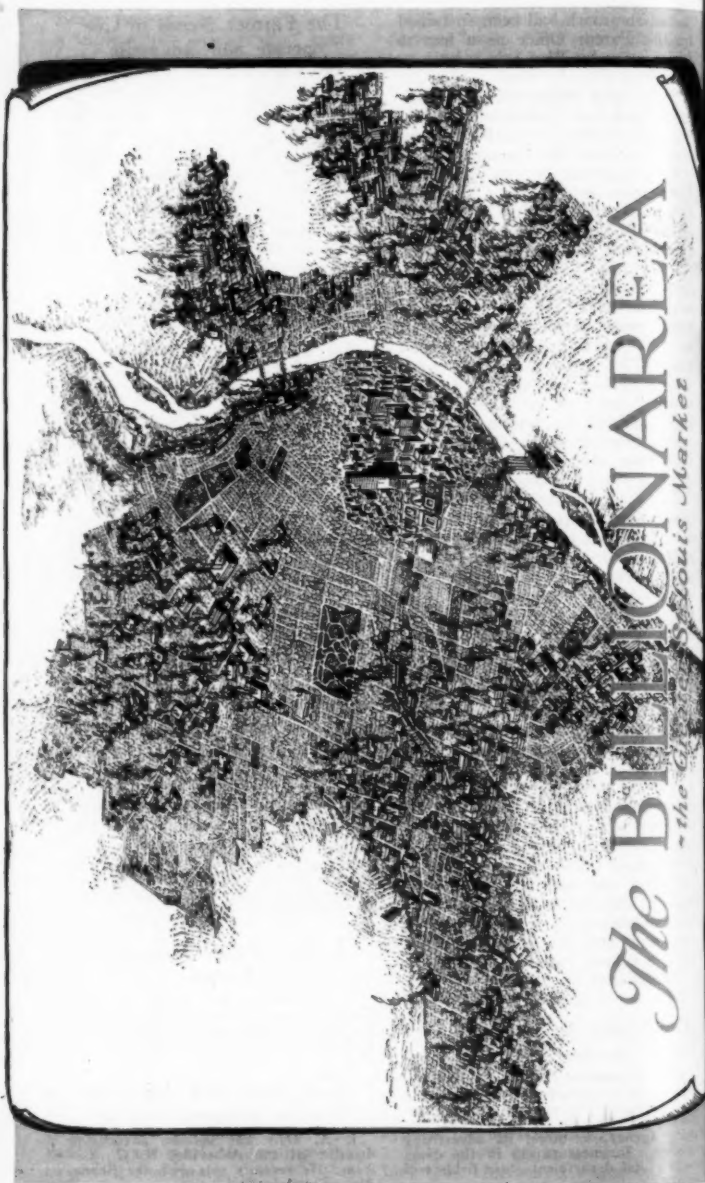
Charles H. Carson has started an advertising business under his own name at Roanoke, Va. He was formerly merchandising manager of the Richmond, Va., *Times-Dispatch*.

### A. M. Cheney Joins Erie Agency

A. M. Cheney has joined the McCumber-King Advertising Agency, Erie, Pa. He formerly was with The Corday & Gross Company, Cleveland.

### J. A. Dair with Asheville "Citizen"

J. A. Dair has become advertising director of the Asheville, N. C., *Citizen*. He recently was with the Selma, Ala., *Times-Journal*.



One of America's Richest Markets



# One of America's Richest Markets in average family buying power

In its early days St. Louis was a fur trading post; it later thrived upon its river traffic. Then it became the focus of thirty railroads—the famed Gateway to the Southwest—the jobbing and shipping point for vast agricultural, grazing, oil and mining regions.

St. Louis continues to draw an income from a greater variety of sources than any other American city. Yet today it is—above everything else—a manufacturing center!

**The Billionarea Is  
a Billion Dollar  
Market and More!**

The Billionarea is the name given the Greater St. Louis Market. It is not a mythical sales territory, but the actual metropolitan area within which population and industries are highly concentrated, making a volume market with lowest selling cost.

Within The Billionarea (only 16 by 21 miles in size) live a million people—more than a quarter of a million families.

The only method of calculating purchasing power that is accepted and used by all economists is on the basis of wealth produced annually.

Continued on next page

Taking merely the manufacturing production of The Billionaire and ignoring all its other sources of wealth, it is found that this market produces more than one and one-third billions of dollars annually.

### **One of America's Greatest Market Opportunities for Advertisers**

A million people means volume consumption. Compact territory means rapid, frequent and inexpensive coverage by salesmen. High average family purchasing power means responsiveness to selling and advertising effort.

One newspaper—the St. Louis Post-Dispatch—reaches practically every family of buying consequence in The Billionaire. The Post-Dispatch has 30,000 more daily circulation—80,000 more Sunday than any other St. Louis newspaper. Within this rich market, the Post-Dispatch alone is effective in moving merchandise in volume and eliminates the expensive duplication of circulation.

For these reasons, local, national and classified advertisers combined place more advertising in the Post-Dispatch alone than in the second and third St. Louis newspapers added together.

# **ST. LOUIS POST-DISPATCH**

The highest ranking P+D+C newspaper of The BILLIONAIRE—the Greater St. Louis Market

Feb. 17, 1927

PRINTERS' INK

111



# Salesmen Who Sell Themselves Instead of Their Goods

This Represents the Same Problem As Advertising Copy Which Is So Attractive That It Fails to Sell

By A. H. Deute

RECENTLY, a physician met a friend of his, a manufacturer, in the club house of their golf club. "Some fine advertising your company has been running lately," the physician remarked. "I never used to think much of your stuff, but the last few months you've been putting them over hot and fast. Surely great stuff!"

"Yes, sir," the manufacturer agreed. "Those have been great advertisements; so good, in fact, that we've had enough of them to last us a lifetime. We're getting rid of that agency and we're going to get down to cases again. We're going back to advertisements that may not be so fine looking or show such wonderful drawings, but they'll get the business for us. The fact is that everybody has noticed the fine advertising, but nobody has been able to look through the fine advertising and make out that we are trying to sell them something!"

And then that manufacturer undertook to explain to his physician friend that there is such a thing as advertising which advertises the artist and the copy writer and which impresses the general public as great advertising, but which fails to sell goods.

This mental quirk is not peculiar to advertising only. It occurs now and then in the case of salesmen. A company which, for many years, has been engaged in the handling of bond issues, received a call from a most engaging and fascinating person who was connected with a small-town bank. The head of the bond house felt that here was one of those unusually magnetic personalities who could be brought into the organization and who would be a contact man without a peer. Here would be a man who could stand up before whole groups of financial men and at one swoop persuade them

of the value of the proposition. In fact, it was thought he would be able to multiply himself and be able to do single-handed what it takes a half dozen or a dozen ordinary bond men to do.

And so this magnetic personality was pried loose from his small-town position and took his place, smilingly and pleasingly, in the private office assigned to him. The head of the company was so pleased with him that he was taken around and introduced to the heads of many other large concerns. He was introduced at the best clubs. He met the most influential men. Wherever he went, he won many friends.

Last week, the man who introduced this "find" to his friends and his clubs, was asked what had happened to the man.

## SOLD HIMSELF—NOT BONDS

"I found out he couldn't sell bonds at all," his discoverer remarked. "All he could do was sell himself. Wherever I sent him, he made a splendid impression. I had letters from my friends all over the United States telling me what a charming man he is. But what I wanted were letters talking business with reference to the bonds I have to sell. I'm not interested in putting on a male beauty or popularity contest. I have to sell bonds to make a living and I have to hire men who can help me sell those bonds. I can afford to pay the man who can sell bonds. But I can't afford to hire monologue artists. All he did was sell himself. The prospective buyers all invited him home to dinner or took him to their golf clubs, but when the day was over, they patted him on the back, and that night he wrote out his expense account."

This chap recalls an interesting

man who is well known among theatrical producers. When a play is being cast, if it calls for a man to play the part of a shrewd, dominant, aggressive young business man who makes his mark before he is forty, they know where to lay their hands upon him. And when the show is being played, several thousand people are thrilled each week when this man stands up, on the stage, before the theatrical board of directors and says: "Gentlemen, as your president, I tell you that it can be done and it shall be done!" The middle-age and elderly stage directorate nods its head in profound assent and in an aside comments upon the dynamic energy of its "boy president."

He is paid a splendid salary for doing his work in the theatrical business. He earns as much as many of the heads of businesses he impersonates. But it is well to remember that he is paid that salary, not for being a great business man, but for being a great actor. He plays the part of the business man as people imagine the great business man to be.

It has been my good fortune to view, at close range, a number of men who are without doubt highly successful big business men and genuine, *bona fide* financial successes. But I have yet to see one who could make the impression this actor does. The man who, in my estimation, is the soundest and shrewdest man in New York when it comes to handling money or financial matters, would not be worth \$40 a week if asked to play the part of a banker or man of finance.

But, of course, the fact remains that the one is an actor and the other just a business man. And it is well to keep in mind that now and then a born actor gets into business. His business life is often a heart-breaking thing for the actor himself, especially when he doesn't realize he is an actor. He applies for a job. He impresses his prospective employer. He presents a fine front. He is employed and assigned to a certain position at a salary commensurate with the

position. And then, pretty soon, results do not come. The man who hired him is dissatisfied and the actor is asked to drop out.

That is why, now and then, you see a man who has apparently amazing good fortune in securing one fine position after another, in spite of his inability to hold any of them. People wonder how he manages to secure these various positions. The answer seems to be that he is not a business man but an actor. He is able to sell himself, but that is as far as he can go. He ought to be on the stage and not in business.

There was a story a few years ago about a newspaper which had a very high-grade business manager. This man brought together an equally high-grade group of men to sell advertising space for that publication. In spite of their education, good family and business connections and their pleasing personalities, these men did not seem able actually to produce business. Unprepossessing, poorly-educated chaps on rival papers were getting the contracts and filling their papers with advertising, but this high-class organization was getting nowhere in particular.

According to the story, this business manager was making his annual report to the board of directors and during the course of the report he said: "While we are not getting the business we would like to get, nevertheless we are laying the foundation for a splendid future. We have brought together an unusually high grade group of men—men from fine families, with splendid personalities, who can meet on common ground the best business men in the city and conduct themselves as perfect equals."

#### FIRE THE GENTLEMEN

To all this, one of the directors replied: "I agree we have a group of perfect gentlemen representing us. I agree with you that they are not getting the business. Now, I would like to suggest that we fire all of these nice, perfect gentlemen and in their places, let us hire a bunch of hard-working minions who don't know golf or bridge or

# Carve out YOUR SHARE of the Boston Market ..

**A**RE YOU getting your share of the business in this rich territory? Does your New England sales volume show a normal growth from year to year?

Every sales manager owes it to himself and to his firm to examine the facts about the Boston market. Such facts may point the way to outstanding success.

Boston's real trading area lies entirely within a circle having only a 12-mile radius from the center of the city.

**I**N this area live 1,567,000 people with a per capita wealth of \$2000, the greatest concentration of people in New England. Here also is found the greatest concentration of grocery stores, hardware stores, drug stores, dry goods stores, furniture stores, auto dealers and garages.

In this area the Boston department stores make 74 per cent of all their package deliveries. The Clearing House Parcel Delivery, operating for all stores, confines its deliveries *entirely* to this area. There is not enough busi-

ness outside this 12-mile territory to warrant an extension of this parcel service. In this 12-mile area one of the outstanding department stores obtains 64 per cent of all its charge accounts.

Here, then, is Boston's key market, within 12 miles of City Hall.

## *The Globe concentrates in this Area*

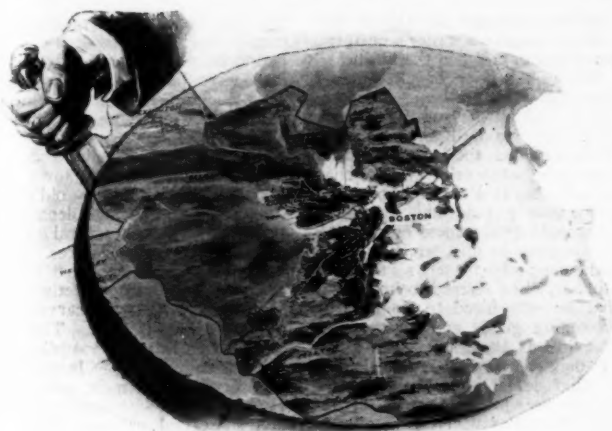
To exert the greatest advertising pressure on this key market the *Globe* is naturally your first choice. In this 12-mile area the *Globe* has the largest circulation of any Boston Sunday newspaper. And here the daily *Globe's* circulation exceeds that of Sunday. This gives the advertiser uniform seven day concentration.

The Boston department stores recognize the *Globe's* dominating position in this market. They place as much advertising in the Sunday *Globe* as in the other three Boston Sunday newspapers combined. And in the daily *Globe* the department stores use more space than in any other daily paper.

# The Boston

## *The Globe*

Audited Net Paid Circulation for Year ending



**Out of Boston's total trading territory  
this 12-mile area contains:**

74 % of all department store  
package deliveries  
61 % of all grocery stores  
60 % of all hardware stores  
57 % of all drug stores

57 % of all dry goods stores  
55 % of all furniture stores  
46 % of all auto dealers and  
garages

The Globe has gained this leadership because it appeals to *all classes* of Boston people, without regard to race, creed or political affiliation.

Freedom from bias or favoritism in general news, editorials or sports—this is the secret of the Globe's popularity with men. And its widely known Household Department makes the Globe the daily counselor and guide of New England women.

To put your advertising message before the people who make up Boston's key market you must use the Globe first.



Our booklet, "The Individual Home—the best market for any advertiser"—will give you a new viewpoint on the Boston Market. Write for it on your business letterhead.

# Globe sells *Boston*

March 31, 1926—Daily 278,988 . . . . Sunday 325,324



afternoon tea and who think that a dinner coat is a waiter's uniform, but who can bring in the business."

The best looking business man I have ever seen in a business organization couldn't get sufficient orders in a week to dull a pencil. On the other hand, the best salesman I ever saw at work was a chap named Charlie Privatt who wasn't good merely now and then, but who could get business every week in the year in any territory. He had one of those single-track minds. All he seemed to know was that he was hired to do the job of selling goods and he stuck to that job as though it were a job of digging a ditch. He had a peculiar defect in his hearing, too. When the prospect said, "No!" Privatt seemed never to be able to hear even when the prospect shouted it out loudly. Privatt kept right on with his arguments and selling talk. But the faintest whisper of a "yes" or even the suggestion that there would be a "yes" and Privatt's hearing was perfect. Yet, nobody would ever suspect him of being a salesman.

An old wholesale grocer in an Iowa City was discussing different types of salesmen, a few months ago, and he said to me: "I want a man who sells the line and not himself. If I have a man whom everybody in the trade seems to be crazy about and about whom people rave as a super-salesman, I take a second look. Generally, I find that his business isn't anything to brag about, but usually his traveling expenses are mighty high. That chap is apt to be selling himself. He's not for me. A good grocery salesman is a man who can keep himself in the background while he makes groceries look awfully good."

Now to get back to the subject of copy for a moment, and advertising art. A few years ago, I called on a department store which has since been taken over by another company. One day it employed a new advertising man. Within a week, the local advertising club had not only voted the new man a member of the club but asked him to speak to the club.

He was producing the most attractive, artistic advertising that town had ever seen. Local advertising men were buying copies of New York and Philadelphia and Chicago dailies and comparing the advertising in those newspapers with the pages which were being produced right there in the home town. All agreed that their little old home town was producing department store advertising several jumps ahead of the big city stores. There is no denying the fact that the advertising was truly attractive. The choice of words was marvelous.

Yet he was dropped. The matter of his leaving was discussed at an evening meeting between the head of the department store and a friend of his who was a shrewd and successful national advertiser of a manufactured article.

#### AN ADVERTISING PRIMA DONNA

"I'll tell you what you're up against," the manufacturer said. "You've got an advertising prima donna putting your advertising over the heads of your customers. It's pretty advertising. It's splendid copy so far as the English is concerned. But Mrs. Johannsen isn't going to come to your store with \$11 in her hand after reading that sort of talk. Remember, you're in business to sell goods. You've got to get the crowds and you've got to bring them in in a buying mood. That advertising isn't you. It isn't your store. It isn't this town. You tell me people say it beats New York City department store advertising. I guess that's right. That's exactly why it doesn't produce in this town. You've been spending a lot of money for space and for salary letting this chap do stunts, instead of getting him to write selling talk."

There is a copy writer with a long record of copy successes behind him with whom I was talking about this business of copy which is attractive but which fails to sell goods. His comments were illuminating. "I wrote some forty or fifty advertisements, a few years ago for a house," he said. "The business was coming in nicely,



The replies were in goodly number and they produced a high percentage of orders. We used plain illustrations and we filled the white space with plenty of descriptive reading matter. We were trying to sell a piece of farm machinery to farmers.

"I was called in one day and the head of that business told me that he was sick and tired of the advertising. His friends had made fun of it. And to top it all off, his daughter had had an artist at the house who had studied in Paris and the artist had indicated all the faults in the layout and the illustrations. So we had to change the style of the advertising and the entire copy appeal. When we finally got a finished advertisement approved, it wasn't what we felt was good advertising. However, it was something which the advertiser was willing to O. K. Still, it surely fell flat as a piece of selling copy.

"Then there is the advertiser who sees another firm's advertising, likes it, and makes up his mind he wants something like that for his firm, regardless of the type of prospective buyer to whom he must appeal. The hardest thing the copy writer is up against is the job of trying to produce a finished piece of copy which appeals to that kind of advertiser and which will, at the same time, have a chance to interest the prospective purchaser.

"Then there is the aggravating situation that arises when the head of the business feels that the entire general public has studied every one of his firm's advertisements just as he has studied them. A few years ago, a New York house was running a series of advertisements, using space twice a week. The campaign was going along famously, when one day the head of the company announced that there would have to be a new type of advertisement. 'Everybody has seen this stuff and people are getting sick of it. Let's have something else. A number of friends of mine have told me, when I asked them, that they didn't think much of the stuff we're putting out. We've got to have something more snappy.'

"Here was a campaign which was producing business that was discarded because a half dozen men who were not interested in the purchase of the product criticized the copy.

"We have with us, too, the head of the business who wants 'something different—something snappy—something people will talk about.' Instead of building for continuity and to interest prospective buyers, the orders are to create stunts—clever bits which, in their final form, are oftentimes more painful and strained than clever."

All this recalls the preaching on copy writing which McClanahan, a great builder of incubators, liked to deliver: "Get to know why people want any sort of an incubator. Then find out what they want in an incubator. Then see if our incubator has those points in it. You'll find it has. Tell people about these points and tell them in their own language. Then tell them again and keep right on telling them.

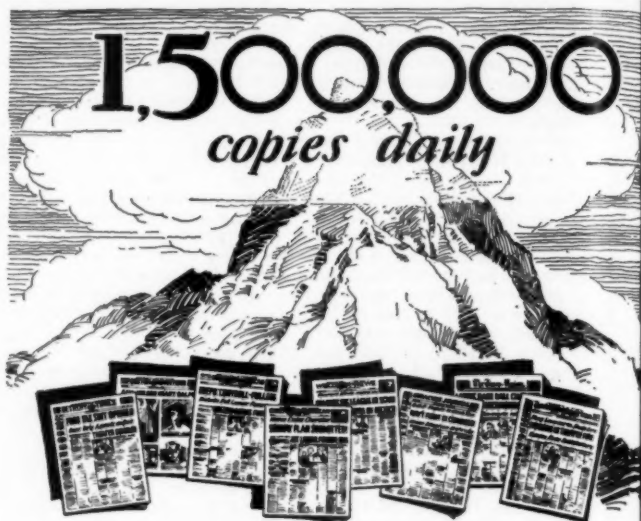
"I think it was Garfield who said you had to tell the average man the same thing seven times before it would sink in. Selling incubators is just one way to make a living and it isn't an easy way. Writing advertising that is good means writing advertising that sells incubators. And that's just one way to make a living, and it's a hard way and depends upon lots of hard work. So don't try to be clever. Don't waste any time telling me about yourself. Let's see if you can do something which will lay some orders on my desk. And I can't wait a coon's age for those orders, either!"

### Du Pont Largely Increases Net Income

Net income of E. I. du Pont de Nemours & Company, Wilmington, Del., for 1926, amounted to \$41,969,574, after Federal taxes and charges, an increase of \$17,935,617 over 1925.

### Joins Vacuum Oil Company

M. A. Heikkila, formerly with the promotion department of The Butterick Publishing Company, trade division, has joined the Vacuum Oil Company, New York, as editor of "The Compass."



## What's Back of the Newspapers In This Group?

Back of the newspapers in this group  
stands a combined circulation of  
more than 1,500,000 copies daily.

Rodney E. Boone  
9 E. 40th St.

H. A. KOEHLER  
929 Hearst Bldg.  
Chicago

K. J. NIXON  
82 Marietta St.  
Atlanta, Ga.

L. C. BOONE  
Book Tower Bldg.  
Detroit

Chicago American  
Detroit Times

Boston American  
Boston Advertiser

And behind this circulation stands a tremendous purchasing power in some of the most important markets in America.

When a representative of this group calls upon a manufacturer or agency, he has a REAL story to tell. And he is equipped to render a valuable service because he KNOWS merchandising and he knows the newspapers and markets he serves.

It's one thing to merely call upon an advertiser; it's something else to make that call of value.

The representatives of this group strive to give intelligent, helpful service in return for the time given them.

**General Manager National Advertising**  
New York

**S. B. CHITTENDEN**  
5 Winthrop Square  
Boston

**F. M. Van GIESON**  
541 Monadnock Bldg.  
San Francisco

**FRED H. DRUEHL**  
136 St. Paul St.  
Rochester, N. Y.

**Albany Times-Union**  
**Rochester Journal**

**Syracuse Journal**  
**Wisconsin News**

# A Successful Employee Management-Ownership Plan

The Employees of the Columbia Conserve Company Set Their Own Wages and Have a Direct Voice in the Management of All Departments of the Company

By Roy Dickinson

WORKERS for wages and salaries in a large list of industries have shown an increasing tendency to take more responsibility, as suggested by management. Partnership and stock ownership schemes, employee representation, profit sharing and similar plans have persisted and the number is increasing. So fast, in fact, have things been moving in the relations of labor, management and capital that the forces are out of the trenches. The former enemies are fraternizing so heartily and enthusiastically that the individuals are difficult to distinguish. Here is a group furnishing the capital and management to run a huge life insurance company. Are its members capitalists? No, labor leaders. Here is another group forming its employees into a strong union with real representation on the board of directors. Are they labor agitators? No, capitalists.

Many books are being written to explain and unravel the present peaceful revolution now taking place in American industry. Some of them are partisan, defending labor's entrance into "capitalistic" ventures, or attacks and defenses of capital's entrance into the formation of employee unions.

A recent book by W. Jett Lauck, secretary of the former National War Labor Board, and long a close observer of industrial relations, approaches the problem from a historical and analytical viewpoint. His book, called "Political and Industrial Democracy," published by the Funk & Wagnalls Company, reviews both these subjects from 1776 to 1926. He first outlines the principles of democracy as shown in the political structure of the United States, and

then describes objectively, by the case method, the various plans of employee representation now in operation. Mr. Lauck then criticizes each plan by his test of democratic standards.

Unlike many other writers, Mr. Lauck doesn't praise a plan merely because it is called by a good name. He has good words to say about the Mitten plan of industrial government, in operation at Philadelphia.

The Endicott-Johnson plan he calls one of "enlightened autocracy or paternalism," although he admits it has worked out beneficially.

Nineteen separate plans are reviewed in detail in the book and a helpful digest of eighty plans is given in the appendix. It is interesting to note that, of all the plans analyzed, the author picks out the Columbia Conserve Company, of Indianapolis, as offering "probably the most complete and perfect illustration of direct industrial democracy which exists today." The company to which is given this high praise is thus described:

It is a small establishment, regularly employing about 100 people, and, as a consequence, its machinery and method of employee representation are more simple and direct than would be possible in a large industry. In principle, however, it is entirely comprehensive so far as democratic standards and ideals are concerned. There is no absentee ownership or financial influence. All workers have a direct voice in the government of the industry, including the appointment of their own foremen, department heads and general executives. Provision is made for minimum guaranteed compensation for employees irrespective of fluctuations in employment conditions. The board of directors is composed entirely of workers, including both wage-earners and representatives of the managerial and supervisory forces. The employees receive the same rate of annual dividend (10 per cent) on wages as common stockholders receive on their stock. In

# *50<sup>th</sup> Anniversary*



WITH the issue of March, 1927, The Farm Journal starts on its second half century—after 50 years of leadership in agricultural thought and intelligent service to the American farm family:

50 years of continuous progress

- without change in name
- without change in ownership
- without change in basic policies
- without change in frequency of issue

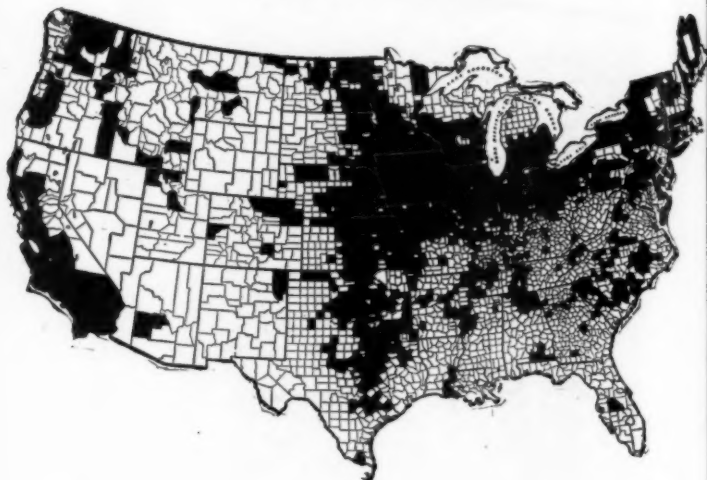
Such a half century of steady, vigorous growth denotes soundness and permanence like that of the oak, which after 50 years is still in its youth. Seasoned by experience, The Farm Journal is First in the Farm Field and is now growing more rapidly than at any time in its history.

---

*Over*

---

## The Primary Farm Market by Counties



The black areas comprise the 1198 better-than-average agricultural counties, determined by correctly rating each of the 3044 counties in the United States according to farm income, farm property value and number of white farm families.

# The Farm

first in the

PHILADELPHIA ; NEW YORK · BOSTON · ATLANTA

CHIC.

If you haven't built  
your distribution to  
match the true location  
of the Primary Farm  
Market—you should

Advertisers who sell to farmers will find it  
most profitable to concentrate their major  
selling effort in the Primary Farm Market  
— in those 1198 counties where is located

69.4% of all farm income

74.1% of all farm property value

59.9% of all white farm families

and where is located

75.9% of The Farm Journal's

circulation.

And this can be done at less cost per page  
per thousand farm circulation in The Farm  
Journal than in any other media. The  
Farm Journal is first in the Primary Farm  
Market with the greatest volume of R. F.  
D. circulation—the most reliable gauge to  
real farm circulation.

1,400,000 Circulation

# Journal

farm field

CHICAGO • SEATTLE • SAN FRANCISCO • LOS ANGELES

# THE ERICKSON COMPANY

## *Advertising*

**381 FOURTH AVENUE, NEW YORK**

---

*If you want to know about our work,  
watch the advertising of the following:*

BON AMI  
CONGOLEUM RUGS  
VALSPAR VARNISH  
GRINNELL SPRINKLERS  
McCUTCHEON LINENS  
PETER SCHUYLER CIGARS  
ANSCO CAMERAS AND FILM  
COLUMBIA WINDOW SHADES  
TARVIA  
DUZ  
WOODTONE  
HAVOLINE OIL  
WALLACE SILVER  
THE DICTAPHONE  
BARRETT ROOFINGS  
NAIRN INLAID LINOLEUM  
COOPER HEWITT WORK-LIGHT  
SEMET-SOLVAY COKE  
TAVANNES WATCHES  
BONDED FLOORS  
NEW-SKIN

*What we've done for others we can do for you.*

---

Member of the American Association of Advertising Agencies  
Member of the Audit Bureau of Circulations  
Member of the National Outdoor Advertising Bureau



general, it may be said that from a democratic standpoint its principles and procedure are all that could be desired, and it furnishes a practical example which should be followed by establishments with a small operating force in which the methods of direct democracy are possible. It is analogous in industrial democracy to the Swiss canton in political democracy. While the principles which it has so successfully applied are the same which must be followed by any industry seeking to establish industrial democracy, more elaborate machinery and methods, and a closer relation of machinery of co-operation to processes and output, are necessary for the larger or basic industries.

The evolution of this unusual company is interesting because it runs contrary to usually accepted beliefs. Most executives would predict industrial suicide for any concern where a large group had the power to set their own salaries and wages. It has been written in satiric stories and plays, how individuals envied the man above them or people doing other sort of work in the same plant, when they all had equal authority. The following facts, not taken from Mr. Lauck's book but secured from other sources, indicate that in this case at least, real industrial democracy worked in a far different way than might be supposed by executives who distrust it.

Started in 1903, the Columbia Conserve Company in 1917 was still a small concern which belonged entirely to one family, and employed a small force in the business of raising and canning tomatoes. In that year the family decided to adopt a plan of management of the business by the workers; to turn over the management to a group of employees who, by their industry and their mental capacity, had progressed to a point where they could handle management problems. The fundamental idea was to get the actual management of the business completely into the hands of the elected representatives of the employees. At first the factory committee was composed of ten men and women, chosen by popular ballot from among the manual workers, and three men from the office. A year later it was decided to have two committees in place of one; the first, called the council, made up

of the manager and his assistant, the superintendent and his assistant and the foremen and forewomen; and a second, to be known as the factory committee, composed exclusively of persons belonging to the rank and file. After another year's experience the Factory Committee was abandoned and the council remained the sole managing body.

Any employee could attend the council meetings, and if he attended eight consecutive meetings he could become a voting member of the council. In spite of this easy access to membership in the council, the number of members increased but slowly. By 1923 it contained only about 20 per cent of the working force. The president of the company had the power to vote, but his veto might be overruled by a two-thirds vote of the council. In only one instance did the president have occasion to object to any action of the council, and in that instance the council rescinded its vote to reduce working hours from fifty-five a week to fifty as soon as the president returned from a somewhat prolonged absence and explained to the council the situation and prospects of the company. Meetings of the council are held after working hours. These meetings have seldom lasted less than three hours, and frequently as long as five hours. The members of the council receive no pay for their services.

The council has proved itself to be conservative in a matter which would scare away most people planning a democratic plan, namely, the tendency for workers to raise their own salaries to a dangerous height. It has, however, thought reduction of salaries unnecessary. The only considerable increase of salary which the council has voted was in the salary of the manager for the year 1922. During his absence the council voted to increase his salary. He was a member of the owning family and the increase was a real one—no less than 50 per cent. The council's principal effort is to secure regularity of employment for all hands, and therefore to avoid dismissing or suspending salaried employees

because there is no work for them. They have succeeded in this effort up to this day, although business conditions in the canning trade have been difficult for the last three years.

In another respect the action of the council has been unusual. Contrary to what might be thought, it seems to have no use for uniformity either in work or in wages. It exerts itself to engage factory hands in farm work and machine tenders in work which is ordinarily thought to belong to the building trades and to recruit accountants and salesmen from the operative class. They have no use for the labor union ideas of uniform wages or uniform ratings. They re-rate all the employees once a year, dividing them into three classes for each sex.

A profit-sharing plan from the beginning was made part of this experiment in operatives' control of a factory. The same percentage is paid on pay-roll as is paid on capital stock. This is set aside as a reserve fund to be used by the council to assist those employees who need financial help from time to time. The employee who takes his dividend in stock may sell it to the company at any time at par. Any employee who leaves the employ of the company is required to sell his stock at par.

Two results of this management of a factory business by its hands are highly interesting. First, this democratic management tends to employ only the type of man who will and can in all things do his share and pull his full weight in the boat. The second result is described by W. P. Hapgood: "Of course we have become much more efficient . . . during four months in one year after the change in policy we produced three and a half times as many goods as in the similar period of the year previous, and our pay-roll was only one-fifth larger. . . . Putting this in percentage, our cost per unit was 100 one year and in the year later 37."

Since the year 1924 the council has dealt more actively with the finances and sales of the company, and the sales force and the

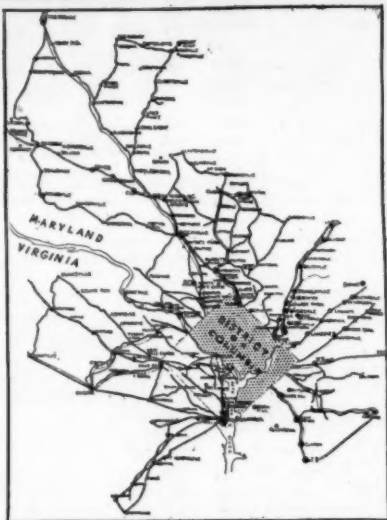
office force have been recruited entirely from the factory hands.

This process of developing outside men from inside the factory walls has made employees feel that there are real opportunities for every man and takes away the thought that being placed in factory jobs limits them to that sort of work for life. It has also resulted in the employees, as a group, taking an active and intelligent interest in the marketing side of the business.

The sales in 1924 showed an increase over those of 1923 of more than 33 per cent. Mr. Hapgood's estimate of the increased efficiency of the company in 1924 over that of the year 1917 is 100 per cent. About the first of January, 1925, Mr. Hapgood proposed to the council that all the profits of the company, beginning with 1925, in excess of 6 per cent on the capital stock be turned over to the employees, with which to buy out the stock owned by the absentee stockholders, and on January 8 the council accepted this proposal by a unanimous vote. It is the aim of the council to place every worker on salary who is likely to be retained on the pay-roll for the entire year. No one can be placed on salary except by action of the council, and each individual must prove himself worthy. No salaried employee can be discharged except by action of the council.

#### EQUAL HOURS

Mr. Lauck tells, in his detailed description, how this democracy has worked out in daily use. Everyone works the same number of hours, whether he be in the office or the factory, the number of hours per day or per week being governed entirely by production requirements. Salaried workers are not paid overtime for extra hours, but wage-workers are. During the tomato-canning season, which usually lasts about six weeks, it is not unusual for the plant to operate seventy to eighty hours a week. If the office force finishes its work for the day before the plant does, the office workers go into the fac-



## The Washington (D. C.) Market Is Peculiarly Attractive



It is a wrong conception of Washington to think of it as bounded by the limits of the District of Columbia, for in fact it is the shopping center for more than 25 miles surrounding, into Maryland and Virginia—and for three-quarters of a million people. They are people who have the means to gratify their tastes and inclinations.

It is a concentrated market without being congested—easy and economical to develop—because The Star goes daily into every worthwhile home in this area. It is depended upon for the news of the day—respected for its reliability—and delivered directly into these homes by a thoroughly organized carrier service.

Per line, per thousand, per responsiveness the Washington market and The Star present peculiarly attractive possibilities.

# The Evening Star.

WITH SUNDAY MORNING EDITION  
WASHINGTON, D. C.

Eastern Representative  
Dan A. Carroll  
110 East 42nd Street  
New York, N. Y.

Member of  
The Associated Press

Western Representative  
J. E. Lutz  
1110 Tower Building  
Chicago, Ill.

tory and work until the whole force is finished for the day. During the slack season, the hours are reduced as much as they safely can be. The regular working week now is forty-five hours a week, nine hours a day for five days, leaving the week-end free for rest and recreation. The council decides the length of the working day in accordance with business conditions at the time.

The new stock purchase plan adopted in January, 1925, provided later that a 10 per cent dividend on the common stock and the same percentage on the salary pay-roll be set aside. Then 10 per cent of the remainder of the profits is reserved for a pension fund. All money remaining is to be used to purchase outstanding common stock, that held by absentee stockholders to be bought first. As this stock is secured it is held in a trust fund by the council. When 51 per cent of the stock has been acquired by this method, ownership of the business will pass into the hands of the council, the object, of course, being to vest absolute control of the business in those actively engaged in the business, rather than have it owned by absentee stockholders.

At first the Columbia Conserve Company produced only canned tomatoes. But the increased interest in marketing on the part of factory workers who were transformed into salesmen, led to additions to the line so that slack valleys could be filled in, and selling costs reduced. The council at various times has considered and adopted the addition of items such as soups, apple butter, mince meat and chili sauce. Out of this increasing interest in the selling end there has developed the Columbia line of trade-marked products and the company is now an advertiser in trade papers, newspapers and magazines.

### Made General Sales Manager of W. B. Ziff Company

J. Fred Henry, formerly manager of the New York office of the W. B. Ziff Company, publishers' representative, has been made general sales manager of both the New York and Chicago offices.

### More Million-Dollar Newspaper Appropriations Predicted

In a recent issue of the monthly bulletin of the Bureau of Advertising of the American Newspaper Publishers Association comment is made on the article "What About Advertising Appropriations for 1927?" by Roy Dickinson, which appeared in the January 27 issue of **PRINTERS' INK**.

"Mr. Dickinson seems to feel," the bulletin states, "that he should leave prophecies to prophets, in as much as they frequently turn out to be total losses. He notes that an array of economists, bank presidents and eminent financiers are predicting a continuation of good business. But these he waves aside and says he will stick to more simple facts. These are based on letters from important national advertisers secured in reply to a questionnaire **PRINTERS' INK** sent out.

"I would defy anyone to read them and not be a bull on 1927," asserts Mr. Dickinson."

After stating that the Bureau agrees with Mr. Dickinson in his optimistic outlook, the bulletin continues:

"This is the time when the Bureau is collecting and calculating its estimates of the newspaper expenditures of national advertisers for 1926. Lists are being checked up and reports from all sections of the country are being scanned. From the figures already at hand, these facts stand out:

"There will be more national newspaper expenditures this year that will run above the million mark.

"The number of advertisers whose expenditures for 1926 exceed those of 1925 is large."

"One of the big advertising increases for 1927 is expected to come from the railroads," the Bureau believes. "Carriers have passed through a good year. They have not only made good revenues, but they have expended a large part of these revenues in improving road beds and enlarging equipment. New equipment needs more freight and more passengers to make it profitable and an enlargement of the railroads' advertising program is inevitable."

### Grand Haven, Mich., "Tribune" Changes Owners

The Grand Haven, Mich., *Daily Tribune* has been sold by its joint owners, Harry Nichols, business manager, who has been active in its publication for thirty years, and Kingsbury Scott, editor. The new owners are Felix M. Church, editor, and Ernest J. McCall, business manager. Scheerer, Inc., publishers' representative, New York, and Chicago, will act as national advertising representative.

### Ford January Output Drops

There was a production of about 70,000 cars and trucks during January, by the Ford Motor Company. This compares with a total of 114,967 vehicles turned out in that month last year.

# NEWS



*from the*  
**Denver front**



## Classified Sector

Comparative Number of Ads Carried in January

NEWS MORNING, EVENING  
AND SUNDAY . . . 63,583

POST MORNING, EVENING  
AND SUNDAY . . . 50,844

NEWS LEAD . . . 12,739

A *GAIN* over the same period last year of over  
50,000 Want Ads.

*"There is a New Deal in Denver"*



SCRIPPS-HOWARD NEWSPAPERS

W. C. BUSHING, Advertising Manager MCHENRY TROENOR, National Advertising Manager

*Represented in the National Field by*

**ALLIED NEWSPAPERS, INC.**

250 Park Avenue, New York

Chicago

Detroit

San Francisco

Los Angeles

Seattle



## *The* QUALITY GROUP

### CHAPTER XXIII

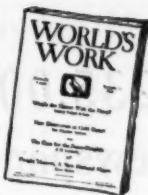
#### UNCOMMON CARRIERS

**N**OT one of The Quality Group magazines was founded as a vehicle for merchandise.

Each of them had as its purpose the filling of a definite place in American letters or journalism. Advertising revenue was the secondary consideration. Several of the magazines can remember that distant day when advertisements were accepted with reluctance—tolerated but not sought. Lest we be misunderstood, we hasten to add that The Quality Group is now and has long been hospitable to advertising, and feels no loss of dignity in soliciting it with vigor. But the publishers have not and never will come to regard their publications as common carriers of advertising.

They have watched with interest the rise of great periodicals, skilfully adapted to the useful function of entertaining and informing vast numbers of people. They have watched with equanimity the extraordinary growth of American advertising, inflating these great periodicals and through them spreading far and wide the news and use of common products. They have recognized clearly the necessity of mass advertising in mass periodicals reaching the mass of consumers.

Yet The Quality Group has not been shaken



## NEXT TO THINKING MATTER

by the mania for millions. It has not yielded its long-established belief that it is its own duty to approach its audience as *readers first* and as consumers second.

And by this very steadiness of policy, in all the turmoil of circulation warfare, it has succeeded in holding fast the affections of 700,000 who are not only readers, but also the most constant and prosperous sort of consumers, and not only consumers, but also the most desirable customers for any high-grade product. For the influence and example of this 700,000 is known to reach far and to shape the buying habits of the millions who respect their judgments.

Thus The Quality Group magazines have come to rank as *uncommon carriers* of advertising—not of all kinds of advertising, of all kinds of goods for all kinds of people, but of those numerous products which must find favor first in the upper levels of intelligence, social development and buying power.

Advertising in The Quality Group is *next to thinking matter*.

## THE QUALITY GROUP

285 Madison Avenue, New York

30 North Michigan Avenue, CHICAGO

1058 Park Square Bldg., BOSTON

244 La Arcada, SANTA BARBARA

The Atlantic Monthly  
The Golden Book Magazine  
Harper's Magazine

Review of Reviews  
Scribner's Magazine  
The World's Work

Over 700,000 Copies Sold Each Month

## \$235,000,000—National Newspaper Advertising 1926

1926 closed with the largest volume of national newspaper advertising in history, \$15,000,000 over the final figures of 1925 which was the banner year.

The conservative estimate is by the Bureau of Advertising, with a probability of the actual figures exceeding the estimate as they did a year ago.

The national advertisers' annual trend toward Newspapers has been steadily up—up—up—

—for the simple and obvious reason that Newspapers, reaching everybody everywhere and anywhere at any time, *actually sell more merchandise than any other advertising medium.*

Invest in Newspaper Advertising

**E. Katz Special Advertising Agency**

Established 1888

**Publishers' Representatives**

New York  
Chicago

Detroit  
Atlanta

Kansas City  
San Francisco



# Why Small-Order Buying Has Come to Stay

It Results in a Smaller Interest Charge on the Marketing Process and That Is a Worth-While Achievement

By L. D. H. Weld

Account Executive, The H. K. McCann Company

**H**AND-TO-MOUTH buying is one of the important developments taking place in merchandising. As a matter of fact, it has been developing gradually for a half century or more; it has simply proceeded at an accelerated pace in the last few years.

Frequent small-order sales are more necessary in some industries than in others. The packing industry has long realized the need of supplying retailers frequently, promptly, and in relatively small quantities. The perishability of fresh meats, butter, poultry and eggs demands this kind of service. It should be interesting, therefore, to study how Swift & Company are meeting this problem.

Swift & Company, in the first place, maintain a constant supply of commodities in all parts of the country—in over 400 branch sales houses. This supply is being replenished once or twice a week—or oftener, in the big cities—by carload shipments from packing plants.

The branch houses send out salesmen who call on customers once, twice, and sometimes three times a week. In most cities, the company has its own delivery trucks, which make daily (or more frequent) deliveries. In addition to orders given to salesmen, retailers visit the branch houses and select their meats. Orders also come in by telephone. In nearly all cities of the country where branch houses are located, delivery trucks carry the goods to the retailer's door.

Although stocks are carried in over 400 branch houses, there are thousands of towns that are out of reach of these branches. In order to serve them frequently and promptly, a special, direct, service has been developed. Swift &

Company have twenty-eight packing plants in the United States. The largest and most important are in the Mississippi and Missouri valleys. From these plants, direct shipments to retail dealers are made in refrigerator cars. These are the "car routes," or "pedler cars" of the packers.

"Pedler cars" is a misnomer. The goods are not peddled from town to town. They have all been ordered before shipment. A salesman visits dealers in perhaps ten or fifteen towns along a certain line of railroad. He sends his orders to Chicago—or to the plant from which shipments are made. Orders and loading are handled on a regular time schedule, and a refrigerator car leaves the plant at a certain hour, to be hauled on a scheduled freight train. The goods have been placed in the car "in station order," so that those which are to be delivered at the first stop are nearest the door. This avoids delay in unloading. A car is sent out regularly once a week; in many cases, twice a week. Thousands of towns are served in this way.

## AN ECONOMICAL METHOD

This direct form of marketing from plant to retailer is unique. Not even a wholesale distributing depot intervenes. It is an economical method of marketing. The salesman must cover his route with speed and regularity. He *must* get the necessary tonnage each trip, in order to furnish a loading for the car. Car-route operation becomes almost automatic. Dealers in small towns are supplied with fresh meats, which they can sell to farmers who may have raised the livestock from which the meat was obtained.

The methods used by the meat

packer in handling small-and-frequent-order business cannot, of course, be used by manufacturers in general, and there is no need of any such system. But manufacturers must meet the new conditions. For most of them, smaller orders do not militate against mass production. A steadier flow of orders is better, in some ways, than occasional big orders. The manufacturer can also pass the buck to a certain extent to the producer of raw materials, who suffers the same embarrassments as the manufacturer. The manufacturer, by following a hand-to-mouth policy in buying raw materials, and in arranging his production schedule, may also find himself in a stronger position during periods of industrial depression and falling prices.

There are other advantages to the manufacturer who adapts himself to the present tendency toward hand-to-mouth buying. Every manufacturer who is prone to complain about this tendency should read the article by Charles G. Muller in *PRINTERS' INK* of September 30, 1926, under the title "Seven Ways In Which Hand-to-Mouth Buying Profits the Manufacturer." This article was based on interviews with a number of prominent manufacturers who have accepted small-order buying as a condition that must be faced, and who have adapted themselves accordingly.

Some of the advantages enumerated by Mr. Muller in his article are these: factory production has been stabilized and seasonal peaks have been ironed out; volume has increased, because dealers are kept stocked with just the right amount of quick-moving merchandising, and distribution has been stimulated; quality of merchandise has been improved, and price lowered; closer relations with dealers have meant better co-operation; new items are introduced more quickly.

Although hand-to-mouth buying may work out to the advantage of the manufacturer, it is possible that it may be carried to an unreasonable extent. In some cases, manufacturers can guard against

this through quantity prices, making the buyer pay more for small lots than for large ones. Some arrangement like this is particularly necessary in cases where goods have to be made according to individual specifications. It is in such cases that small-order buying may be carried to an unreasonable extent. In other words, the manufacturer has no great difficulty in meeting the problem if all his products are turned out according to standard or unchangeable specifications. If he has to vary the size or design for each individual purchaser, then small-order buying may become a real burden.

The desire to speed the turnover in retail stores is the principal cause of small-order buying. A few figures on this point are appropriate.

The Harvard figures for department stores in 1922 showed the following relation between cost of doing business and rate of turnover:

| Number of Stock-turns Per Year | Cost of Doing Business |
|--------------------------------|------------------------|
| Less than 3                    | 30.7 per cent          |
| 3 to 3.9                       | 28.1 " "               |
| 4 and over                     | 27.3 " "               |

From these figures it will be seen that the reduction in expense, due to rapid stock-turn, is substantial—over 3 per cent of sales. The saving is even greater in the case of jewelry stores, as may be seen from the following Harvard figures for 1922:

| Number of Stock-turns Per Year | Cost of Doing Business |
|--------------------------------|------------------------|
| Less than 0.7                  | 44.5 per cent          |
| 0.7 to 0.9                     | 40.7 " "               |
| 1.0 and over                   | 36.2 " "               |

In this case, the cost of doing business is more than 8 per cent of sales lower in stores having fast stock-turns. Those stores having less than 0.7 stock-turns suffered a loss of 4.6 per cent on the year's sales; those having over one stock-turn a year made an average net profit of 1.4 per cent of sales. This is an extreme case, perhaps, but it illustrates the principle, viz., that the more rapid the stock-turn in retail stores, the lower the operating expense, and

And leave out

106,649 circulation?

In the Thirteenth Market  
in the United States?

A wise answer would be,  
"Certainly NOT!"

Well, 106,649 (A. B. C.)  
is the Hearst circulation  
in Washington, D. C.,  
The Times, evening,  
The Herald, morning.  
**ONLY** wise advertisers  
who use these newspapers  
obtain **FULL** dividends  
from the Thirteenth Market.

the higher the net profit. This same principle holds in wholesale houses.

Hand-to-mouth buying has made it possible for retailers to handle a greater variety of goods. Or, it might be put this way: the need of carrying a greater variety of goods has caused some classes of stores to resort to hand-to-mouth buying to the greatest possible extent. Imagine a drug store, for example, buying thirty-seven different kinds of shaving cream or soap, in anything but the very smallest quantities possible! Drug stores have a high cost of doing business anyway. Carelessness with regard to stocks would soon put a druggist out of business.

Some people argue that the increasing variety of items that a store has to carry is due to advertising. They say there are too many advertised brands. The answer to this is suggested by asking this question: How many items would a retailer have to carry if there were no advertised brands? The obvious answer to this question suggests that advertising limits the number of brands that are being marketed.

A large part of the business in tooth-pastes, for example, is concentrated on six or eight brands. Those brands which are best advertised and merchandised (assuming they have the proper quality) move the fastest. Advertising tends to increase the rate of turnover.

Interesting figures on the drug business were collected by the National Wholesale Druggists' Association a few years ago. It was found that a large percentage of the orders for proprietary medicines were in one-twelfth, one-sixth and one-quarter dozen lots. This was the situation even before the World War, so that small-order buying is not a new phenomenon. The large percentage of small orders was considered a reason for the gradually increasing costs in the wholesale drug business. And it undoubtedly has had that effect.

Another factor that has encouraged hand-to-mouth buying is found in the increased rapidity of

style changes. The retailer can't take the risk that his goods may become obsolete. Women's shoes are perhaps the most outstanding example among recent developments. It was only a few years ago that most women's shoes were staples. The manufacturer could send his salesmen around a couple of times a year, and they would take 75 per cent of the season's orders.

How things have changed! You can't tell a couple of months ahead whether the demand is going to be for patent leather, suedes, kids, satins, snake skin, or plain leather! Even more difficult is it to foresee the precise shade of tan or brown that will be in vogue. The retailer has to stock a greater variety of styles than formerly, and naturally, he is going to order ahead just as little as possible. The shoe manufacturer has to keep his salesmen on the road the year round. He has to arrange his manufacturing operations so as to fill small orders on short notice.

To be sure, he shifts the burden partly to the leather tanner, who certainly has his troubles in trying to meet the demands of the shoe manufacturer. Incidentally, the entrance of the shoe trade into the millinery class has raised the price of women's shoes inordinately.

#### WHOLESALE BECOMES INCREASINGLY IMPORTANT

There are three interesting effects that retail hand-to-mouth buying has on the wholesaler: first, it tends to make the wholesaler more necessary; second, it tends to increase his cost of doing business; third, it tends to increase the number of small wholesalers.

Why does hand-to-mouth buying tend to make the wholesaler more necessary as a part of the general marketing scheme? It is one of the wholesaler's chief functions to carry stocks at convenient points, in order to supply retailers. When retailers buy in very large quantities, they are apt to buy direct from manufacturers. When they buy in small quantities they have to go to the wholesaler. The smaller their orders, the more

*There are three million men  
of voting age in the families  
of All-Fiction Field readers.*

## "They Have Money To Spend!"



*"They Have  
Money  
to Spend"*

86% of the Druggist Newsdealers who  
were asked the question replied:

"All-Fiction" readers are just  
as able as or *better able* to buy  
druggists' merchandise than  
other readers.



# All-Fiction Field

*Magazines of Clean Fiction*

NEW YORK CHICAGO BOSTON SAN FRANCISCO

## You Comb the Other Half of Your Hair



Why not comb the other half of Greater Cincinnati with your advertising?

**H**ERE is why Cincinnati is a fine market for your product and why you must use The Cincinnati Post for adequate coverage:

Cincinnati's city and suburban evening newspaper circulation is split almost exactly even between the two evening papers, and The Post has 53,000 more total circulation.

There are 3,025 manufacturing enterprises in the industrial district of Cincinnati, employing 112,000 persons, 30,000 of which are engaged in the metal trades. Annual payroll is \$100,000,000.

## THE CINCINNATI POST

Southern Ohio

A Scripps

Represented by ALLIED NEWSPAPERS, INC., 250 Park Ave., New York

On this and the preceding page you will find information which will help you judge the Cincinnati Market

In Metropolitan Cincinnati (within a radius of 10 miles of the business district) The Post is the only evening newspaper read in 58,647 homes.

Annual value of Cincinnati-made products is \$650,000,000. The total value of combined products of five leading industries—soap, metal products, meat packing, clothing, printing and publishing—is \$265,000,000.

More than 900,000 persons live in the Cincinnati and suburban trading area.

Cincinnati has the largest plants in the United States manufacturing office furniture, soaps, books, wood-working machinery, engineering appliances, laundry machinery, playing cards and printing inks.

The two evening papers go into 96.34% of the homes of Greater Cincinnati. No other newspaper combination will give you anywhere near this coverage.

Cincinnati is a center for the manufacture of machine tools, boots, women's shoes, brushes, clothing, sheet metal products, chemicals, wood-working machinery, pottery, safes and cabinets and automobile parts.

The Post is the only daily paper, morning or evening, which goes into 46,422 homes in Metropolitan Cincinnati.



SCRIPPS-HOWARD

Two of the largest sheet mills in the United States are located in the metropolitan district of Cincinnati.

The city and suburban circulation of The Post is 129,764. Its total circulation is 205,359.

# CINCINNATI POST

*Greatest Newspaper*

Howard Paper

Chicago      Detroit      San Francisco      Los Angeles      Seattle



## The Space Buyer's "Short Cut"

Portland people take over twice  
as many *afternoon* papers.

The Journal has 45% of Port-  
land's afternoon circulation.

And the Journal has more daily  
circulation in Portland than any  
other Portland paper.

# Oregon Journal

Benjamin & Kentnor Company, *Special Representatives*

900 Mallers Bldg., Chicago    2 West 45th St., New York  
401 Van Nuys Bldg., Los Angeles    58 Sutter St., San Francisco  
1524 Chestnut St., Philadelphia



they tend to perpetuate the wholesaler.

An apparent exception to this principle is found in the chain stores, where orders for a large number of stores are pooled. Hand-to-mouth buying and rapid turnover are carried out in the individual stores. Quantity buying from manufacturers is also carried out. The independent wholesaler is rendered unnecessary. But the chain store company has to have a warehouse, from which it makes deliveries to the individual stores. In other words, it does its own wholesaling. It can, however, perform the wholesale function more cheaply than can independent wholesalers, because it does not have to send out salesmen. It also carries a smaller variety of goods, can better foresee trade requirements, and gets a more rapid turnover on its inventory.

It was recently announced that the H. B. Claflin Company, an old wholesale drygoods house of New York, would liquidate. Its volume of business had been declining, and the competition of specialty jobbers in the drygoods field was assigned as the principal reason. It was also said that hand-to-mouth buying was a contributing cause. This statement may not coincide with the writer's contention that small-order buying tends to make the wholesaler more necessary. In this case, however, the H. B. Claflin Company was apparently unable to adjust itself to the new conditions. The specialty jobber is certainly geared to take care of small orders. The Claflin company, depending as it did on a large volume of business over a wide territory, probably found it impossible to compete successfully with local and specialty jobbers, who are better able to take care of retailers' needs.

This explanation is borne out by the results of a recent survey of the wholesale drygoods trade, put out by the National Credit Office of New York, in which the following statement is made: "The effect of hand-to-mouth buying by retailers, now clearly understood, is conceded to be to the decided advantage of the wholesaler who

is in a position to render the merchandising service required to meet the present conditions."

Hand-to-mouth buying tends to increase the wholesaler's cost of doing business by making it necessary for him to use more salesmen, so that they may make more frequent calls. It also increases the amount of handling and repacking that is necessary. A wholesaler once told the writer that his "broken-package room" was the most expensive part of his business.

Consider a wholesale druggist, for example, putting up an order of twenty-five different kinds of patent medicines in one-twelfth of a dozen, one-sixth of a dozen and one-quarter of a dozen lots! But enterprising wholesalers, realizing the need of supplying retailers with small quantities at frequent intervals have been able, through better stock keeping, improved accounting methods, and increased efficiency all along the line, to meet the situation without appreciably increasing their operating costs.

Finally, small-order buying tends to increase the number of small jobbers. It limits the field that a large jobber can supply. Small jobbers, scattered throughout the country, catering to customers whom they can reach in an over-night shipment, are benefited by small-order buying. Some large jobbers have met this situation by establishing branches.

In conclusion, it has been shown that although small-order buying tends to increase the expense of manufacturers and wholesalers, it substantially reduces the expense of operating retail stores. Manufacturers and wholesalers, however, have found other advantages in small-order buying which sometimes more than compensate for the tendency toward increased costs. Better and more efficient methods have also kept down costs. At any rate, the decreased cost of retailing is the most important feature of the whole problem.

From the standpoint of society at large, it is undoubtedly true that small-order buying is a bene-

fit. By making goods move more rapidly from producer to consumer, the total amount of capital tied up in finished goods is reduced. The result of this condition is a smaller interest charge on the marketing process, and the release of capital for other purposes.

### Gillette Sales Director Elected Vice-President

Thomas W. Pelham, sales director of The Gillette Safety Razor Company, Boston, has been elected vice-president. This is in accordance with plans to broaden the scope of the sales department.

Frank J. Fahey has resigned as treasurer to devote more time, as vice-president and general manager, to the development of general policies. William E. Nickerson, for twenty-five years the company's expert engineer, has been elected vice-president in charge of mechanical development.

The following officers also were elected: Ralph E. Thompson, vice-president; William J. MacCarthy, treasurer, who remains in charge of the company's purchase and stores department; F. G. Flynn, secretary, and J. J. DeCoursey, assistant secretary.

### Hesson Pipe Account to Alfred J. Silberstein

The Hesson Company, New York, manufacturer of Hesson pipes, has appointed Alfred J. Silberstein, Inc., New York advertising agency, to direct its advertising account. Magazines and newspapers are being used.

Jas. McCurrach & Bro., neckwear, and Vogel, White & Company, Inc., furs, both of New York, have also appointed this agency.

### New Campaign to Advertise District to Chicagoans

The Central Uptown Business Men's Association of Chicago is about to start an advertising campaign. Plans call for an expenditure of \$150,000 over a period of three years. Newspaper advertising will be used.

The McJunkin Advertising Company, Chicago, has been appointed to direct this campaign.

### J. H. Berkman Starts Own Business

Jay H. Berkman has resigned as sales manager of The Benzer Corporation, Brooklyn, N. Y., automotive glassware, and has started a business of his own as factory representative in the automotive and radio fields, covering the Eastern territory. His headquarters will be at New York.

### Advanced by McGraw-Hill Publishing Company

G. E. Conkling, formerly manager of the marketing counselors staff of the McGraw-Hill Publishing Company, Inc., New York, has been appointed manager of its service division, according to an announcement received from Malcolm Muir, senior vice-president and director of sales. This division has been created to exercise executive supervision over the marketing counselors staff, the advertising service department, and all advertising of the McGraw-Hill organization in its own fifteen engineering, industrial and business papers and in all other publications.

M. A. Williamson, formerly district representative for *Chemical and Metallurgical Engineering* in the Philadelphia territory and for the *Engineering News-Record*, *Coal Age*, the *Engineering and Mining Journal* and *Successful Construction Methods* in the upper New York State territory, has succeeded Mr. Conkling as manager of the marketing counselors staff.

### Furniture Club of America Appoints G. W. Rowell, Jr.

George W. Rowell, Jr., who recently sold his interest in Henri, Hurst & McDonald, Chicago advertising agency, has been appointed executive secretary of the Furniture Club of America. He was at one time advertising manager of the Lloyd Manufacturing Company, Menominee, Mich., and, later, when that firm was merged with the Heywood-Wakefield Company, Gardner, Mass., he was made a sales executive in the Boston office of the parent company.

### Splitdorf-Bethlehem Reports Sales and Net Profit

The consolidated income account of the Splitdorf-Bethlehem Electrical Company, Splitdorf Electrical Company, and subsidiaries, Newark, N. J., shows net sales for the year ended December 31, 1926, of \$4,546,456 and a net profit, after charges, of \$330,340.

### R. N. Barrett Joins The Fleischmann Company

R. N. Barrett has joined the sales promotion staff of The Fleischmann Company, New York, Fleischmann yeast. He was formerly with the United States Rubber Company, and the Elliott Fisher Company.

### M. E. Mason Heads Star Rubber Company

M. E. Mason has been elected president of the Star Rubber Company, Akron, Ohio. He was formerly vice-president, secretary and sales manager of the Mohawk Rubber Company, also of Akron.



## For the First Time a Quality Audience Reached Every Day

Of course there have been other national mediums both monthly and weekly going to class audiences—but here for the first time is a daily intimate contact maintained exclusively with people of influence and high-purchasing power in more than 4,000 cities and towns all across the country.

Sell Influential America  
and you sell All America.

# The United States Daily

Established March 4th, 1926

*Presenting the Only Daily Record of the Official Acts of the Legislative,  
Executive and Judicial Branches of the Government of the  
United States of America*

DAVID LAWRENCE  
President

Washington

VICTOR WHITLOCK  
Vice-President and  
Director of Advertising

New York Office:  
52 Vanderbilt Avenue

Chicago Office:  
London Guarantee Bldg.

Detroit Office:  
Dime Bank Bldg.

## Smoke Stacks Rather Than Tourists

MACDONALD-RAMSDELL-WOOD, INC.  
DETROIT, MICH.

Editor of PRINTERS' INK:

If you have published any articles in the past on the subject of advertising done by Chambers of Commerce for the purpose of securing new industries the writer would be pleased to receive references to them.

MACDONALD-RAMSDELL-WOOD, INC.,  
W. C. DUDGEON.

**T**HERE has been an unmistakable tendency during the past three years in community advertising, to substitute "reasons why" industries should come to the city, rather than to use the mere booster type of copy.

Smoke stacks seem to have become much more interesting to Chambers of Commerce and other civic organizations than tourists alone. New industries coming to a town mean payrolls, and more purchasing power. This means steady income for shopkeepers, taxes for improvements, a large number of homes rather than a few big hotels, and many other advantages which build permanent assets for the city rather than a short season for quick spending and then a dead season with little spending at all.

The campaign of Atlanta is a case in point. In this it will be remembered the civic body which had the appropriation in charge first of all made a careful investigation, based upon exhaustive research, to discover local advantages in the way of raw material which would attract definite and specific industries. This investigation led later to campaigns directed to those specific industries, with excellent results.

The advertising campaign of Port Newark is another example. It is understood that one inquiry, which led to the closing of a \$3,000,000 building contract, was considered by its sponsors to have paid for all previous advertising.

Current community advertising offers a number of other examples. Erie, Pa., is using space to tell manufacturers that these days

of small-order buying give the manufacturer who offers best delivery the edge on competition. The Chamber of Commerce points out that half of the nation's population cities lie within a 400-mile radius of Erie. "That means," says the copy, "thirty-nine first-class markets within two and three-quarters days freight time of your new or branch plant here—via New York Central, Pennsylvania, Nickel Plate and Bessemer main line service, augmented by far-reaching electric and motor freight facilities." A book of facts has been prepared by this Chamber of Commerce which contains thirty-two pages of "Valuable Information for Every Manufacturer." The industrial board of that city is also prepared to furnish retail surveys of the five great advantages the city offers to manufacturers. These advantages include overnight markets, speedy deliveries, raw material, steady workers, cheap coal and good water.

Oakland, Calif., which formerly advertised only to tourists, is now using copy that urges manufacturers to compare their power cost with the cost of similar power at Oakland. The electric power rates in Oakland have been figured out in great detail in the copy. The copy also points out that Oakland offers a central location, fast rail and ship service, good labor, good "working climate," low power rates, abundant raw material and access to the Orient. The entire Oakland copy is devoted to a careful presentation of the city's technical advantages from a manufacturing viewpoint.

Jacksonville, Florida, has for some time been running an interesting campaign which invites men of ability and capital to start a new business in Jacksonville "where raw materials, labor and transportation are favorable to success." The methods of a large list of other cities which have substituted facts for booster copy are described in an article in the April, 1926, issue of PRINTERS' INK MONTHLY.

The Tampa Board of Trade is advertising that this city offers a key to a new trading territory



## Sleepless Salesmen

*"So Good I Give Them My  
Personal Endorsement."*

*Thomas J. Webb*

Ten years ago Thomas J. Webb began to blend, roast and pack a trade marked coffee "so good he gave it his own name and personal endorsement."

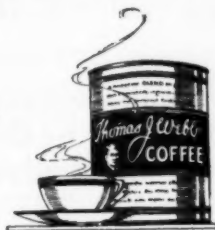
Ten years ago he contracted for Chicago Elevated car cards to create a demand for his coffee.

Sleepless Salesmen (Chicago Elevated Car Cards & Posters) have uninterruptedly told of the goodness of Thomas J. Webb Coffee with the result—"almost 2,000,000 people drink this coffee every day."

To sustain and increase this demand Thomas J. Webb Co. car cards will appear in every car of the—

Chicago Elevated System  
Illinois Central Suburban Lines  
Chicago & North Western " "  
C. B. & Q. " "

for the next 36 months.



Chicago Elevated  
Advertising Company  
509 South Franklin St.

Chicago

Illinois



**\*NOTE**

***To Advertising Agencies***

—their ART DIRECTORS and all those individuals concerned with the creation, the purchase or the production of the physical side of advertising.

The advertisement on the opposite page is the first of a series by FLOING-PLUMER, INC. and addressed to you.

We earnestly solicit your confidence and help in building a service that we know you will find helpful *today* and in the future will justify our mutual belief in each other.

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# An *Intelligent* Creative Service

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ADVERTISING is one of the most difficult of the arts because it must arrest the eye that seeks other diversion.

This year American manufacturers will spend one and a quarter billion dollars for advertising that is designed to open the purse strings of the nation for the purchase of the manufacturers' wares.

As advertising usage increases so increases the competition for attention. He must plan skillfully who would have his story heard above the billion dollar din.

There are two vital phases of creative advertising. In the profession these two phases are known as art (or the physical) and copy. Each is important. Each is the task of a specialist.

The physical phase concerns itself not alone with pictures but deals intimately with the idea and original layout of a single piece of advertising or a complete campaign, together with the development through the various stages to publication, namely: The rough, semi-comprehensive, comprehensive and finished layout, the purchase, direction and production of illustration and design, typography, plates—all physical qualities. It does not concern copy except to dress and to illustrate it.

We are equipped to render to advertising agencies an intelligent co-operation in the physical phase of advertising—a TRULY intelligent creative service. *Write for price list and sample layouts.*

## FLOING-PLUMER, INC.

250 PARK AVENUE, NEW YORK

GENERAL MOTORS BUILDING  
DETROIT



58 EAST WASHINGTON STREET  
CHICAGO



# CANADA



## FOOD

In 1926 Canada sold half a billion dollars' worth of food more than she bought. From land and sea she got new wealth. No wonder she has money to spend.

And Canadians (perhaps more than most people) rely on newspapers for their news, views and advertising.

*Your own agency, or the papers listed here will give you facts and figures.*

## The Daily Newspapers of Canada

### Prairie Market

|                        | Paper            |
|------------------------|------------------|
| Winnipeg, Man. ....    | "Free Press"     |
| Winnipeg, Man. ....    | "Tribune"        |
| Regina, Sask. ....     | "Leader & Post"  |
| Moose Jaw, Sask. ....  | "Times-Herald"   |
| Saskatoon, Sask. ....  | "Star & Phoenix" |
| Lethbridge, Alta. .... | "Herald"         |
| Edmonton, Alta. ....   | "Journal"        |
| Calgary, Alta. ....    | "Herald"         |

### Maritime Market

|                              |                                  |
|------------------------------|----------------------------------|
| St. John, N. B. ....         | "Telegraph-Journal & Times-Star" |
| Halifax, N. S. ....          | "Herald & Mail"                  |
| Halifax, N. S. ....          | "Chronicle & Echo"               |
| Charlottetown, P. E. I. .... | "Guardian"                       |

### Pacific Market

|                       | Paper      |
|-----------------------|------------|
| Vancouver, B. C. .... | "Province" |
| Victoria, B. C. ....  | "Colonist" |

### Quebec Market

|                     |               |
|---------------------|---------------|
| Montreal, Que. .... | "Gazette"     |
| Quebec, Que. ....   | "Le Soleil"   |
| Quebec, Que. ....   | "L'Evenement" |

### Ontario Market

|                      |             |
|----------------------|-------------|
| Toronto, Ont. ....   | "Globe"     |
| Toronto, Ont. ....   | "Telegram"  |
| Hamilton, Ont. ....  | "Spectator" |
| Kitchener, Ont. .... | "Record"    |
| Kingston, Ont. ....  | "Standard"  |
| Peterboro, Ont. .... | "Examiner"  |

(All Members of A. B. C.)

|                 |                      |                             |
|-----------------|----------------------|-----------------------------|
| <b>Ontario</b>  | <b>Quebec</b>        | <b>Prince Edward Island</b> |
| <b>Manitoba</b> | <b>Nova Scotia</b>   | <b>Saskatchewan</b>         |
| <b>Alberta</b>  | <b>New Brunswick</b> | <b>British Columbia</b>     |

Prepared by SMITH, DENNE & MOORE, LIMITED, General Advertising Agents, Toronto, Can.



which is rich in resources and production. It lists several great industries which have recently established plants at Tampa because of the production economies the city offers due to its strategic location. Power, water, labor, transportation facilities and low taxes are stressed in advertising to business men.

A number of other interesting campaigns are now being run in publications reaching manufacturers which emphasize the advantages in power, labor, raw materials and transportation offered by the South. Such a campaign is that of the Georgia Railway and Power Company which emphasizes the advantages Georgia offers to manufacturers in other sections whose plant earnings are affected by adverse labor conditions, poor water, high power costs and other restraining factors.

The migration of textile plants to the South is more than a coincidence. One has but to look at current publications reaching textile manufacturers to see how specific advertising is influencing the owners of these plants to change location.

The Columbus, Georgia, Electric & Power Company and the South Georgia Power Company, of Augusta, are co-operating to advertise the specific advantages of Southwest Georgia as "a new industrial empire."

The Tennessee Electric Power Company offers to help textile manufacturers finance a move to Tennessee and features R. C. Leonard, whose services are available as personal consultant.

The Southern Cities Utilities Company, of Chattanooga, emphasizes the advantages of eighty-one cities and towns in its locality.

The Industrial Commission of Spartanburg asks Northern manufacturers: "When will you build that Southern plant?"

Both the Seaboard Air Line Railway Company and the Chesapeake and Ohio Railway Company point out the transportation, power and raw material advantages of the South.

The Portland, Oreg., Chamber of Commerce advertises to executives

that its city has been growing "not spasmodically, but conservatively and solidly." The copy emphasizes that it is a leading export port for American wheat, a most important lumber port, and a principal export port for the Pacific Northwest. The copy points out the natural resources immediately around the city, and calls attention to its hydro-electric power for industrial development and the capacity of its local labor. It suggests that the financier, the executive, the jobber, the manufacturer, and the business man, spend his vacation in Oregon this summer with the idea of looking around, not only for pleasure but to observe the business opportunities there.

The St. Louis Real Estate Exchange is using copy to tell business men that it has information ready for them in terms of their own business. The St. Louis Chamber of Commerce advertises the advantages of a short haul, low freight costs and direct service to customers by rail or river.

The Union Electric Light & Power Company of the same city is using what is actually community copy to tell how many new industries have come to the city in the last six years, and why its great power plant offers factory owners an abundance of power for their manufacturing needs.

The Charleston, S. C., Chamber of Commerce advertises four radiating trunk line railroads, eight steamship lines, economical electric power, abundant labor and pure water.

While it may seem unbelievable to those jokers who have always accused Los Angeles of talking only about climate, recent full-page advertising for this city never mentions the word "climate." Instead, it stresses concentrated buying power, forty-five nearby municipalities, the Panama Canal which brings Los Angeles close to New York by means of its low freight rates. Convenience to Oriental and South American markets is emphasized with cheap fuel, low building costs, proximity to raw materials. The copy ends by offering to furnish manufacturers with specific information re-

garding distribution advantages.

The Wilmington, Del., Chamber of Commerce suggests that the present location of a man's factory may be a handicap to him. Wilmington, it says, offers him the services of a consultant to represent him confidentially and advise whether a location in Wilmington would help cut his manufacturing costs and better his marketing. The copy points out that land values and taxes affect fixed charges, that freight rates, merit of labor and other important matters are included in Wilmington's combination which may make it the best place for the manufacturer. It doesn't claim to be the best but suggests that the manufacturer get in touch with its consultant to find out.

Many other railways in addition to those mentioned previously are using similar community advertising copy and soft pedaling the mere vacation advantages of their localities.

Plans under way in many other cities, and careful examination of copy now running give unmistakable evidence of the fact that the whole trend of community advertising has turned definitely from general boosting statements to "reason-why" copy based on analysis.—[Ed. PRINTERS' INK.]

Charles W. Corbett has been elected governor of the Lantern Club, Boston, an organization of magazine publishers' representatives. The new secretary-treasurer is Tilton S. Bell.

## Spotlighting Some of the High Lights

THE PAPER HOUSE OF MICHIGAN  
INCORPORATED  
DETROIT, FEB. 12, 1927.

Editor of PRINTERS' INK:

I do not know about the second half of the February 10 issue of PRINTERS' INK, for I did not have time for it after lunch today, but for the first half, I will say it is the most interesting in all the twenty-eight years I have tried to keep in touch with your publication.

Every issue is good—but it is seldom that the opportunity is given to see together such unusually interesting articles as Norval Hawkins' testimony, the "List of 125 Leading Advertisers," the brief article on "Eminent Men on Advertising," "The Proper Word," and what Mr. Mac Manus had to say on "Suggestion in Advertising," not to mention the leading article by Mr. Langenbach.

I will take the week's issue home and finish it.

THE PAPER HOUSE OF MICHIGAN  
INCORPORATED  
F. A. PERINE,  
Publicity Department.

## Campaign Planned for Mulkey Salt

An intensive advertising campaign in large trading centers is being planned for the Mulkey Salt Company, Detroit. Iodine salt will be featured in outdoor and newspaper advertising. Holmes, Inc., Detroit advertising agency, will direct this campaign.

## A. O. Geddes Joins Sumner Agency

Arthur O'Neil Geddes, formerly with the New York office of The Caples Company, advertising agency, has joined The G. Lynn Sumner Company, Inc., New York advertising agency, as art director and production manager.

## January Chain Store Sales

| Company                  | 1927         | 1926         | %<br>Change |
|--------------------------|--------------|--------------|-------------|
|                          | January      | January      |             |
| F. W. Woolworth.....     | \$16,123,754 | \$15,162,106 | 6.3         |
| S. S. Kresge.....        | 7,955,788    | 7,450,760    | 6.7         |
| J. C. Penney.....        | 6,236,199    | 4,236,199    | 25.5        |
| S. H. Kress.....         | 3,292,250    | 3,046,025    | 8.1         |
| McCroly Stores.....      | 2,275,364    | 2,157,446    | 5.4         |
| W. T. Grant.....         | 2,205,220    | 2,064,915    | 6.8         |
| J. R. Thompson.....      | 1,224,745    | 1,093,665    | 11.9        |
| David Pender.....        | 930,638      | 805,787      | 15.4        |
| G. R. Kinney.....        | 913,016      | 991,874      | -7.9        |
| Hartman.....             | 842,354      | 902,002      | -6.6        |
| Southern Dairies.....    | 675,482      | 621,115      | 11.4        |
| F. & W. Grand.....       | 657,582      | 642,923      | 2.3         |
| Metropolitan.....        | 654,515      | 567,415      | 15.3        |
| J. J. Newberry.....      | 584,929      | 387,920      | 50.7        |
| Peoples Drug Stores..... | 584,130      | 427,137      | 36.7        |
| McLellan.....            | 545,156      | 398,028      | 36.9        |
| Loft.....                | 504,779      | 487,845      | 3.4         |
| Neisner Bros.....        | 326,782      | 189,343      | 72.5        |
| I. Silver & Bros.....    | 280,776      | 216,829      | 29.4        |
| Fanny Farmer.....        | 241,153      | 213,383      | 13.1        |

**Secrets of Successful Varnishing**

**How to Make Woodwork Look New**

*Save the surface and you save all - Paint & Varnish*

**H**ERE is a magazine that tells its readers to paint . . . what to paint . . . how to paint . . .

The editorial urge to paint may be more or less common in magazines.

But,—the reader of Popular Science Monthly is uncommon.—

Which makes all of the difference in the world!

For the Popular Science reader reads for practical, usable information: such, precisely, as on paint.

He is mechanically in-

clined, constructively interested; his preferred activity, something he can do with his own hands.

Taking the country as a whole, this kind of man represents 10 per cent.

In the circulation of Popular Science, he represents 100 per cent!

Probably no advertising a paint manufacturer can do will pay as well as advertising to the three hundred odd thousand readers of Popular Science Monthly.

ABC 302,018. 71% home owners. 86.6% own cars. 73% have incomes \$2,000 up. For circulation analysis, write 250 Fourth Ave., New York

# Popular Science

FOUNDED MONTHLY 1872



# 5,000 Slogans Now Registered in Clearing House

Starting from Scratch in 1919, PRINTERS' INK Has Collected Largest List of Advertised Phrases

THERE are now registered in the PRINTERS' INK Clearing House of Advertised Phrases 5,000 advertised slogans.

This is believed to be the most complete file of slogans maintained in the country. The slogans are typed on 3 x 5 cards which are filed alphabetically according to the phraseology of each slogan. Another file is arranged according to the names of the advertisers and these cards show how many slogans an advertiser is using.

The idea of maintaining a slogan register was broached in PRINTERS' INK of June 12, 1919. On page 10, of that issue, there appeared an article entitled: "Wanted: A Clearing House for Slogans." In this article it was explained that, due to the fact that an increasingly large number of inquiries were coming to PRINTERS' INK requesting lists of slogans or asking for assistance in determining the originality of a certain phrase, PRINTERS' INK would start to record slogans for advertisers.

At the conclusion of the article, a list of fifty well known, nationally advertised slogans was published. Ever since that time, advertisers and advertising agencies have been registering advertised phrases with us.

Similar instalments of fifty or more slogans have been published at various times. Altogether, 3,400 phrases have been published in PRINTERS' INK. The remaining 1,600, although registered, were not published. These instalments will be found in the following issues:

|       |             |     |
|-------|-------------|-----|
| June  | 12, 1919—P. | 10  |
| June  | 26, 1919—P. | 20  |
| July  | 10, 1919—P. | 20  |
| July  | 24, 1919—P. | 20  |
| Aug.  | 7, 1919—P.  | 149 |
| Aug.  | 21, 1919—P. | 72  |
| Sept. | 4, 1919—P.  | 12  |
| Sept. | 18, 1919—P. | 20  |

|       |             |     |
|-------|-------------|-----|
| Oct.  | 23, 1919—P. | 103 |
| Nov.  | 6, 1919—P.  | 91  |
| Nov.  | 27, 1919—P. | 28  |
| Dec.  | 18, 1919—P. | 89  |
| Jan.  | 8, 1920—P.  | 48  |
| Feb.  | 5, 1920—P.  | 40  |
| Feb.  | 26, 1920—P. | 128 |
| April | 15, 1920—P. | 25  |
| June  | 3, 1920—P.  | 28  |
| Sept. | 24, 1920—P. | 44  |
| Oct.  | 8, 1925—P.  | 157 |
| Oct.  | 22, 1925—P. | 166 |
| Nov.  | 19, 1925—P. | 163 |
| Dec.  | 31, 1925—P. | 41  |
| Jan.  | 28, 1926—P. | 73  |
| March | 4, 1926—P.  | 189 |
| May   | 6, 1926—P.  | 189 |
| May   | 20, 1926—P. | 161 |
| June  | 17, 1926—P. | 152 |
| July  | 8, 1926—P.  | 68  |
| July  | 15, 1926—P. | 109 |
| July  | 22, 1926—P. | 168 |
| Aug.  | 12, 1926—P. | 42  |
| Aug.  | 19, 1926—P. | 121 |
| Aug.  | 26, 1926—P. | 88  |
| Sept. | 2, 1926—P.  | 148 |
| Sept. | 23, 1926—P. | 146 |
| Oct.  | 7, 1926—P.  | 221 |
| Oct.  | 14, 1926—P. | 128 |
| Oct.  | 28, 1926—P. | 177 |
| Nov.  | 4, 1926—P.  | 190 |
| Nov.  | 25, 1926—P. | 191 |
| Dec.  | 2, 1926—P.  | 167 |
| Jan.  | 6, 1927—P.  | 176 |
| Jan.  | 20, 1927—P. | 132 |

Since the establishment of the Clearing House, much constructive work has been done in helping to prevent slogan duplication. Inquiries concerning slogans come to PRINTERS' INK almost every business day and we are frequently able to inform an inquirer that a certain phrase in which he may be interested is already being used or that there is another slogan which is very much similar to it. There is no charge either for registering slogans or for a search to determine whether a phrase is original.

Following are 175 advertised slogans recently registered. It is these phrases that bring the count up to 5,000 and we look forward to the time when there will be listed in the Clearing House a total of 10,000 advertised slogans.

*Abroad Without Crossing the Seas.*  
Montreal Tourist & Convention Bureau,  
Inc., Montreal, Que., Canada.

*Absorb Quickly—Wear Well—Cost*

# Let's Look At It As a Matter of Dollars *and* Cents!

THE black and white page rate in The Shrine Magazine is \$1,350. The advertiser, therefore, reaches 449 subscribers for each dollar invested.



*And here are the number of subscribers per dollar reached through The Shrine Magazine and seven other weekly and monthly publications of importance.*

## THE SHRINE MAGAZINE 449

|                   |         |     |
|-------------------|---------|-----|
| Publication No. 2 | - - - - | 297 |
| " " 3             | - - - - | 305 |
| " " 4             | - - - - | 340 |
| " " 5             | - - - - | 374 |
| " " 6             | - - - - | 397 |
| " " 7             | - - - - | 422 |
| " " 8             | - - - - | 426 |

The net paid circulation of The Shrine Magazine is 607,112 copies monthly. A distribution statement, by states, will be mailed upon request

## THE SHRINE MAGAZINE

1440 Broadway • New York

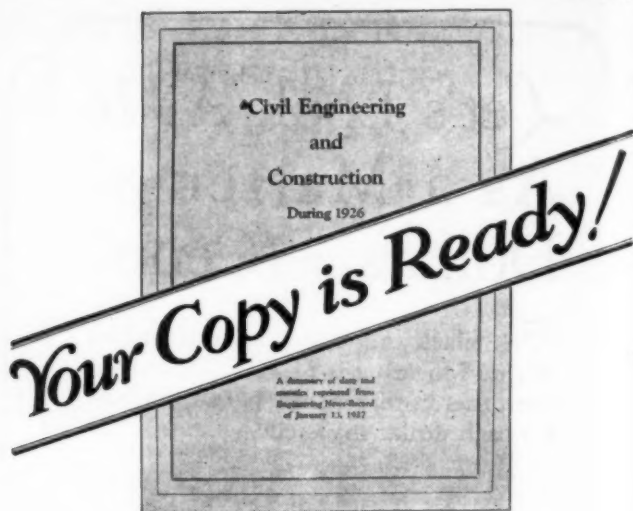
Phone: Pennsylvania 7827

### CHICAGO

122 So. Michigan Blvd.  
Telephone: Wabash 6944-5

### BOSTON

Little Building  
Telephone: Hancock 8086



**Facts—Figures—Charts  
Statistics—Photographs**

describing a

**\$6,000,000,000 INDUSTRY**

Prepared for

**Advertisers  
and Advertising Agencies**

*Send for your copy*

**ENGINEERING NEWS-RECORD**

A McGraw-Hill Publication

**Tenth Avenue at 36th Street**

**NEW YORK CITY**

**A.B.C.**

**A.B.P.**

*Less (Towels).* Cannon Mills, Inc., New York.

*Aetna-ize—According to Your Needs—As You Prosper—As Your Obligations Increase.* Aetna Life Insurance Co., Hartford, Conn.

*Aetna-izer—A Man Worth Knowing.* The Aetna Life Insurance Co., Hartford, Conn.

*After Sunset—Lightoliers.* Lightolier Company, New York.

*An Agreeable Chewing Digestant.* The Bi-Car-Gum Co., New York.

*America's First Truly Fine Small Car.* The Marmon Company, Indianapolis, Ind.

*America's Largest Selling High Grade Coffee (Maxwell House Coffee).* Cheek-Neal Coffee Company, Nashville, Tenn.

*America's Smartest Resort Hotel.* Ritz Carlton, Atlantic City, N. J.

*Aristocrat of Flavors.* The Certified Extracts, Inc., New York.

*Asbestos Cannot Burn.* Asbestos Shingle, Slate & Sheathing Co., Ambler, Pa.

*Be Co-efficient.* Coe Laboratories, Chicago.

*Beauty Insurance (Cocoanut Oil Shampoo).* The R. L. Watkins Company, Cleveland, Ohio.

*Beauty with the Stroke of a Brush.* Sapolin Co., Inc., New York.

*Best Always Comes from Small's.* The Small's, New York.

*Best Bargain Is Quality.* The (Copper, Brass, Aluminum and Steel Goods). Rome Manufacturing Co., Rome, N. Y.

*Best for Fifty Years.* F. C. Taylor Fur Co., St. Louis, Mo.

*Best Mixers.* The Silver King Products Corp., New York.

*Best That Man Can Build.* The (Commercial Fixtures and Equipment). R. Mansfield & Son, Louisville, Ky.

*Best Tonic.* The (Pabst Extract). Pabst Corporation, Milwaukee, Wis.

*Bridgeport Chain Will Stand the Strain.* Bridgeport Chain Co., Bridgeport, Conn.

*Built for a Palace—Priced for a Cottage (Lighting Equipment).* Moe-Bridges Company, Milwaukee, Wis.

*Buy It at the Hardware Store.* Frank Burke Hardware Co., Waukegan, Ill.

*Buy Your Last Refrigerator First.* Jewel Refrigerator Co., Buffalo, N. Y.

*Certified Lumber.* Associated Leaders of Lumber and Fuel Dealers of America, Chicago.

*Cleans Inside. Outside and Between the Teeth (Tooth Brush).* The Western Company, Chicago.

*Cleveland's Better Food Markets.* Kroger's, Cleveland, Ohio.

*Color Work at Night Will Next Day Be Right.* Macbeth Daylighting Co., Inc., New York.

*Complete Heating Satisfaction.* Orr & Sembower, Inc., Reading, Pa.

*Cook with Cold ("Ice Maid") Mechanical Refrigerating Unit.* Lamson Company, Syracuse, N. Y.

*Costs Less by the Biscuit (Mrs. Tucker's Shortening).* Interstate Cotton Oil Refining Co., Sherman, Texas.

*Covers the Whole Range (Sandwich Loud Speaker).* Farrand Manufacturing Co., Long Island City, N. Y.

*Craftsmen in Keeping Things New (Cleaners and Dyers).* Langley's, Ltd., Toronto, Ont., Canada.

*Daylight—The Ideal.* Macbeth Daylighting Co., Inc., New York.

*Daylight's Only Rival.* Silverglo Lamps, Inc., Baltimore, Md.

*Dentally Different (Orphos Tooth Paste).* Orphos, Inc., New York.

*Doubles Your Ability to Handle Your Car (Ross Steering Gear).* Ross Gear and Tool Co., Lafayette, Ind.

*Easier Steering—Less Road Shock (Ross Cam and Lever Steering Gears).* Ross Gear and Tool Co., Lafayette, Ind.

*Easy to Buy—Easy to Apply (Domes of Silence).* Henry W. Peabody Co., New York.

*Elapsed Time Recorder.* The Calculagraph Company, New York.

*End the Day With a Smile (Standard Typewriters).* Royal Typewriter Co., New York.

*Every Test Proves Its Value.* Knitted Padding Co., Canton, Mass.

*Everybody Wants One (Portable Typewriters).* Royal Typewriter Co., New York.

*Everybody's Chewing It (Chewing Gum).* Val. Blatz Brewing Co., Milwaukee, Wis.

*Everything for Everywoman.* G. W. Gates, Anderson, Ind.

*Everything a Shoe Store Needs.* Wm. H. Walker & Co., Buffalo, N. Y.

*Fabrics and Workmanship, the Best for the Price—Style and Fit, Unexcelled at Any Price.* Michaels, Stern & Co., Rochester, N. Y.

*Famous for Flavor.* Arnold Bros. Pickle & Preserve Co., Chicago.

*Fidelity Means Keeping Faith.* Fidelity Bond & Mortgage Company, St. Louis, Mo.

*Field Tested Fertilizers.* F. S. Royster Guano Co., Norfolk, Va.

*Firm of Satisfied Clients, The (Real Estate).* The Stevenson Company, Bloomfield, N. J.

*Firm that Takes Ice Out of Service, The (Radios).* Marshall-Barrick Co., Inc., Lyons, N. Y.

*The First Different Smoking Tobacco in a Generation (Half and Half Smoking Tobacco).* American Tobacco Co., New York.

*First of the Northern Transcontinentals.* Northern Pacific Railway, St. Louis, Mo.

*Flexible Shoe for Your Flexible Foot.* A. Cantilever Corporation, Brooklyn.

*Flows Freely—Dissolves Readily—Develops Food Flavor.* Diamond Crystal Salt Co., St. Clair, Mich.

*For Stores of Quality Standard.* J. Schoeneman, Inc., Baltimore, Md.

*Full Meal in Two Biscuits.* A. Shredded Wheat Company, Niagara Falls, N. Y.

*Generously Good (George W. Childs Cigars).* American Cigar Co., New York.

*Gift That Lives and Grows.* The Add-A-Pearl Company, Chicago.

*Good Every Drop (Alga Syrup).* Alabama-Georgia Syrup Co., Montgomery, Ala.

*Handy Light on a Reel.* The Appleton Electric Company, Chicago.

*Hat for Every Face.* A. Sam Bonart, Inc., New Orleans, La.

## HARPER BUSINESS BOOKS

An Important New Book for the  
Advertising Practitioner

# The Measurement of Advertising Effects

*A Study of Representative Commodities Showing Public Familiarity with Names and Brands*

By

**GEORGE BURTON HOTCHKISS**  
Chairman, Dept. of Marketing, New York  
University and

**RICHARD B. FRANKEN**  
Lecturer on Psychology of Advertising,  
New York University

A detailed summary of facts about the public response to general advertising of specific articles, collected as the result of studies in process since 1920. Among the subjects covered by the book may be mentioned:

**A Study of the Importance of Prestige Public Familiarity with Manufacturers' Brands**

The Influence of Use upon Prestige  
The Influence of Advertising  
Consumer's Buying Habits  
Brand Familiarity in Various Fields  
Mental Dominance of Names and Brands  
Detailed Analyses of Various Commodities such as Tooth Paste, Soap, Hosiery, Typewriters, Breakfast Food, Coffee, Cigarettes, Fountain Pens, Hats and Watches

**With many tables and charts.  
Cloth, Price \$4**

### SEE IT FIRST—USE THIS COUPON

**HARPER & BROTHERS,**  
49 East 33rd Street, New York City.

Gentlemen: Please send me postpaid for free examination one copy of **THE MEASUREMENTS OF ADVERTISING EFFECTS**, by George Burton Hotchkiss and Richard B. Franken.

- ☐ I agree to remit \$4.00 within ten days of receipt of book, or to return the book.  
☐ I enclose my check for \$4.00.  
☐ Please send this book C.O.D.

Name .....

Address .....

Business Connection .....

P. I. 217

*"Head" Work Always Wins on Pay Day.* Chicago Engineering Works, Inc., Chicago.

*"Head" Work Always Wins Over "Hard" Work on Pay Day.* Chicago Engineering Works, Inc., Chicago.

*Health Builder Keeps You Fit.* The Sanitarium Equipment Company, Battle Creek, Mich.

*Home of Hospitality.* The Kenilworth Inn, Biltmore, N. C.

*Home of Toys.* The F. A. O. Schwarz, New York.

*If It's Thompson's It's Double Malted.* Thompson's Malted Food Co., Waukesha, Wis.

*Isle of June.* Nassau Development Board, Nassau.

*It Puts the Sunshine in Your Hair* (Pine Tree Shampoo). Pine Tree Products Co., Newport, N. H.

*It Waxes—It Polishes—It Sands—It Scrubs.* Finnell System, Inc., Hannibal, Mo.

*It's Dependable* (Machinery). James Hunter Machine Co., North Adams, Mass.

*It's Made of New Castle—More Need Not Be Said.* New Castle Leather Company, New York.

*Its Performances Exceed Its Promises.* American System Company, Inc., Roanoke, Va.

*It's a Real Fuse—Built for Real Service.* Trico Fuse Mfg. Co., Milwaukee.

*It's the Twisted Teeth That Lock.* Shakeproof Lock Washer Co., Chicago.

*Ivory Is Kind to Everything It Touches.* Procter & Gamble, Cincinnati, Ohio.

*Keeps Cars New.* The Simoniz Company, Chicago.

*Knocks Out That "Knock"* (Ethyl Gasoline). Imperial Oil Company, Toronto, Ont., Canada.

*Lamp That Chases Gloom and Glare.* The Silverglo Lamps, Inc., Baltimore.

*Largest in the Northwest.* The Curtis Hotel, Minneapolis, Minn.

*Learn About Little Women from Us.* Schwartz Bros. Dress Co., Cleveland.

*Life Of Fine Corsets.* The James R. Kendrick Company, Inc., Philadelphia, Pa.

*Lifetime Of Safety First Service.* A (Fuse Pullers). Trico Fuse Mfg. Co., Milwaukee, Wis.

*Light as Sea Foam—Strong as the Tide* (Underwear). Paris-Hecker Company, Philadelphia, Pa.

*Light that Lightens Labor.* The Silverglo Lamps, Inc., Baltimore, Md.

*Looks Like Stone—Works Like Wood* (Building Material). Zenitherm Company, Newark, N. J.

*Make Every Letter Pay.* S. R. Stauffer, Minneapolis, Minn.

*Make It a Habit—Take "Her"* a Bar. Mary Lincoln Candies, Inc., Buffalo, N. Y.

*Make Leather Last Longer* (Shoe Oil and Grease). Theo. Bergmann Shoe Mfg. Co., Portland, Oreg.

*Maker Who Is Proud of What He Makes.* Uses Egyptian Lacquer. The Egyptian Lacquer Mfg. Co., New York.

*Makes Better Breakfasts* (Shirriff's Marmalade). Imperial Extract Company, Ltd., Toronto, Ont., Canada.

*Makes Soap and Water More Effi-*





There is a "something" we have to offer manufacturers in Central New England which cannot be obtained elsewhere. Energizing the complete facilities of this modern agency, is the knowledge that our entire future depends upon the conscientious service we render here at home among our friends.

THE MANTERNACH COMPANY  
*Advertising*

The Manternach Building • 55 Allyn Street  
HARTFORD, CONNECTICUT

## A Whif from Boston

During 1926 the Boston Transcript published 479,266 lines of Travel Advertising and 398,683 lines of Resort Advertising—a total of many thousand lines more than any other Boston paper.

## Boston Evening Transcript

*Highest Ratio of Buyers to Readers*

*National Advertising Representatives*

CHAS. H. EDDY CO.

R. J. BIDWELL CO.

Boston New York Chicago

San Francisco Los Angeles

# Sales Executive

At present employed by a large and very successful corporation, is looking for opening with manufacturer where he can take substantial earnings out of future profits he creates.

\* \* \*

This man is a Big Leaguer—in every sense, not just a “desk-sales manager.” He is a *great organizer* and a great good will builder. He knows the distributing trade of the Country thoroughly. His record of results with leading corporations is beyond question.

\* \* \*

Some sound and well financed corporation having difficult selling problems will find him the right man in the right place.

For information address:

## MARQUIS REGAN

Incorporated

### Sales Counselors

270 Madison Avenue

New York

*cient.* Pacific Coast Borax Company, New York.

*Man Worth Knowing.* A. Aetna Life Insurance Co., Hartford, Conn.

*Manicure Everyone Knows.* The Peggy Sage, New York.

*Measure Yourself for a Kelly* (Kelly Cigars). American Cigar Co., New York.

*Modern Genii of the Lamp.* The Silverglo Lamps, Inc., Baltimore, Md.

*More Flavor Per Cup—More Cups Per Pound.* Albert Ehlers, Inc., Brooklyn, N. Y.

*Most Beautiful Tire in America.* The Hydro-United Tire Corp., Pottstown, Pa.

*Natural Beautifier.* The Peach Bloom Mineral Corp., Chicago.

*Natural Energy-Food and Body Builder.* A. Canada-Health Foods, Ltd., Toronto, Ont., Canada.

*Nearly Perfect Transformer.* The Ferranti, Inc., New York.

*New Air-Rolled Garter.* The Novelty Rubber Sales Co., Akron, Ohio.

*Oil Treated Dollar Paragon Pipe.* The —It Is Porous—Porous Pipes Smoke Sweet and Mellow. Kaufman Bros. & Bondy, Inc., New York.

*Old England's Finest* (Chocolates). Cadbury's, Ltd., Birmingham, England.

*Old Fashioned Goodness in Every Piece.* Mary Lincoln Candies, Inc., Buffalo, N. Y.

*Oldest Mail Order House Is Today the Most Progressive.* The Montgomery Ward & Company, Chicago.

*One of America's Best.* The Lancaster Tire & Rubber Co., Columbus, Ohio.

*Only New Idea in Shaving Since the Safety Razor.* The (Vaniva Shaving Cream). Vaniva Products Company, Inc., New York.

*Originator of World Cruises.* Frank C. Clark, New York.

*Perfect Servant.* The (Electric Refrigerator). Copeland Products, Inc., Detroit, Mich.

*Personalized Home Study Training.* Markus-Campbell Co., Chicago.

*Picture of Health.* The (Pine Tree Soap). Pine Tree Products Co., Newport, N. H.

*Pioneer Process Plate Makers.* Electro-Tint Engraving Co., Philadelphia.

*Porcelain Top—No Shocks—No Burns.* Trico Fuse Mfg. Co., Milwaukee, Wis.

*Pour Smoothness into Your Motor.* O'Neil Oil Company, Milwaukee, Wis.

*Preferred for Quality.* Trico Fuse Mfg. Co., Milwaukee, Wis.

*Printing of Every Description.* Isaac Goldmann Co., New York.

*Printing With a Personal Appeal.* Advertising Supply Co., Inc., New York.

*Proved by Proofs.* Indiana Truck Corp., Inc., Marion, Ind.

*Put Your Lighting Up to Whiting.* H. S. Whiting Company, Inc., New York.

*Quality Electrical Protective Devices and Specialties.* Trico Fuse Mfg. Co., Milwaukee, Wis.

*Quality is the True Measure of Economy* (Salt). Ruggles & Rade maker, Manistee, Mich.

*Radio Is Better With Battery Power.*

## A DREAM OF THE YEARS REALIZED!

Built upon those solid foundations  
of character and public confidence

# The Paterson Press-Guardian

has, through clean, progressive journalism, been able to build an enviable reputation for service to the public as well as to its increasing number of advertisers.

From third place in 1921, it has risen steadily and consistently so that it is in first place and has

## NOW OVER 19,000 NET PAID PER DAY\*

The largest city, largest suburban, largest total circulation of any Passaic County paper.

Press-Guardian readers believe in "their paper."  
THEY WILL HAVE NONE OTHER!

National Representatives  
G. LOGAN PAYNE CO.—New York, Boston, Chicago, St. Louis

\* Last ABC report shows 14,501.  
Affidavits of present circulation  
on request.  
See next ABC report.

(Exclusive Member of The  
100,000 Group of American  
Cities, Inc., in Paterson.)

### Still Forging Ahead

THE

## Allentown (Pa.) Call

Member A. B. C.

Presents its record for 1926 for the consideration of the knowing advertiser:

|               | 1925       | 1926       | Gain      |
|---------------|------------|------------|-----------|
| Local .....   | 7,057,050  | 7,779,464  | 722,414   |
| Classified .. | 1,486,058  | 1,680,854  | 194,796   |
| National ...  | 1,801,702  | 2,136,386  | 334,684   |
| Total ..      | 10,344,810 | 11,596,704 | 1,251,894 |

Lineage Gain: Over 12 Per Cent.

### The Reason:

Newspapers differ, just as do individuals. Some have a strong personality, others are weaker. The past decade has drawn the line sharply between the representative newspaper and the "weak sister." The Newspaper which really serves its territory is recognized by advertisers and readers alike and receives their patronage.

Represented in the National Field by  
**STORY, BROOKS & FINLEY**

New York

Philadelphia

Chicago

# DOMESTIC ENGINEERING

*The Weekly Business Paper  
of the Plumbing and Heating Industry*

Carries  
more  
advertising  
than any  
other paper  
in the field.

*Member: A. B. C. and A. B. P., Inc.*

DOMESTIC ENGINEERING PUBLICATIONS  
1900 PRAIRIE AVENUE

DOMESTIC ENGINEERING  
THE PLUMBING AND  
HEATING WEEKLY  
ESTABLISHED 1899

CHICAGO

DOMESTIC ENGINEERING  
CATALOG DIRECTORY  
OF PLUMBING AND  
HEATING SUPPLIES

Diamond Radio Batteries, Newark, N. J.

*Refreshing Grape Flavored Chewing Gum, The.* Val. Blatz Brewing Co., Milwaukee, Wis.

*Repetition Makes Reputation.* Emil Brisacher and Staff, San Francisco, Calif.

*Rigid as an Oak* (Stur-Dee Folding Ironing Table). Tucker & Dorsey Mfg. Co., Indianapolis, Ind.

*Sands' Levels Tell the Truth.* Sands Level & Tool Co., Detroit, Mich.

*Save With Soft Water.* Permutit Co., New York.

*Service That Saves.* Norwood Tire Co., Inc., Atlantic City, N. J.

*Ships That Serve Hawaii, South Seas and Australia, The.* Matson Navigation Company, San Francisco, Calif.

*Shoe with the Mileage, The.* Wm. H. Walker & Co., Buffalo, N. Y.

*Silent Refrigeration at Low Cost.* National Refrigerating Co., New Haven, Conn.

*Silent Servant, The.* National Refrigerating Co., New Haven, Conn.

*Single Line Wear in Passenger Car Tires.* Samson Tire & Rubber Co., Los Angeles, Calif.

*Smartness Without Extravagance.* Betty Wales, Inc., New York.

*Soft as a Mist* (Mistere Cold Cream). Robert H. Smith (Chemist), Los Angeles, Calif.

*Southern Cakes for Southern Tastes.* Southern Biscuit Works, Richmond, Va.

*Splendid Nursery Stock of All Kinds.* L. W. Hall Co., Inc., Rochester, N. Y.

*Steel Storage Systems.* Nowlin Distributing Co., Des Moines, Ia.

*Steel Strengthened Plastering.* North Western Expanded Metal Co., Chicago.

*Stop That Tickle* (Cough Drops). Bunte Brothers, Chicago.

*Stores of Friendly Service, The.* H. C. Bohack, Inc., Brooklyn, N. Y.

*Style That Makes 'Em Look at Your Car, The.* Cincinnati Ball Crank Co., Cincinnati, Ohio.

*Sun Never Sets on Hamondtanks, The.* Hammond Iron Works, Warren, Pa.

*Teaching the Millions to Buy.* Millis Advertising Co., Indianapolis, Ind.

*That Kruschen Feeling* (Salts) E. Griffiths Hughes, Ltd., Manchester, England.

*There Is No Substitute for Marble.* National Association of Marble Dealers, Cleveland, Ohio.

*There Is No Substitute for Quality* (Gasoline & Oils). Skelly Oil Co., El Dorado, Kans.

*They Do Run Easier.* Royal Type-writer Co., New York.

*They Show When They Blow.* Trico Fuse Mfg. Co., Milwaukee, Wis.

*Tiffany Tube of America, The.* Peerless Tube Co., Bloomfield, N. J.

*Toiletries of Youth, The.* Park & Tilford, New York.

*Tomorrow's Body Today.* Tuxedo Hat Body Corp., New York.

*Tone the Sunlight With Window Shades—Just As You Tone the Electric Light With Lamp Shades.* The Columbia Mills, Inc., New York.

*Tropical Wonderland, The.* Cham-

There is hardly any business which cannot profitably tell its story with the aid of a carefully planned & well-printed book.



CURRIER & HARFORD  
LTD · 468 FOURTH AVE., N.Y.C.



# Cultivate

## THE WORLD'S GREATEST MARKET

**With One Effort;  
In One Medium;  
At One Fair Cost.**

Eight out of every Ten of the English-speaking families in Metropolitan NEWARK, NEW JERSEY (the most important section of the Metropolitan District), are reached by a medium that leads ALL six-day newspapers published in the United States in volume of

**National  
Advertising**

**Newark  
& Evening  
News**

**EUGENE W. FARRELL**

Business and Advertising Manager  
Home Office, 215-221 Market Street,  
Newark, New Jersey

**O'MARA & ORMSBEE, Inc.**

General Advertising Representatives  
New York, Detroit, Chicago,  
San Francisco

ber of Commerce, Fort Lauderdale, Fla.

*True to Our Aim* (Radio Products). Fleetwood Laboratories, Inc., New York.

*Trunk with Doors*, The. W. W. Winship & Sons, Inc., Utica, N. Y.

*Try Trico Today*. Trico Fuse Mfg. Co., Milwaukee, Wis.

*Two Feet of Comfort in Every Step* (Rubber & Leather Footwear). Wm. H. Walker & Co., Buffalo, N. Y.

*Two-Piece Unionsuit*, The (Rockin-chair). Henderson & Erwin, New York.

*Under the Old Town Clock*. Fidelity National Bank & Trust Co., Kansas City, Mo.

*Unexcelled Accuracy*. Giddings & Lewis Machine Tool Co., Fond Du Lac, Wis.

*Unit-Wall Construction*, The. The Bishopric Mfg. Co., Cincinnati, Ohio.  
*Use Redwood—"It Lasts."* California Redwood Association, San Francisco, Calif.

*Used Everywhere in Beautiful Homes* (Columbia Shades). The Columbia Mills, Inc., New York.

*Utmost in Lubrication*, The. Skelly Oil Co., El Dorado, Kans.

*Waterproofs Everything*. Atlantic Drier & Varnish Co., Philadelphia, Pa.

*We Shelter the World from Sun and Rain* (Umbrellas). Follmer Clogg & Co., New York.

*Where the Man Who Travels Stops*. Webster Hall Corp., Detroit, Mich.

*Where Quality Counts* (Canned Vegetables and Fruit). Luce Packing Company, Lucedale, Miss.

*Where Summer Spends the Winter*. Chamber of Commerce, West Palm Beach, Fla.

*Where Summer Stays and the Nation Plays*. Chamber of Commerce, Sarasota, Fla.

*Winter Enchained in Silent Service* (Electric Refrigerators). Copeland Products, Inc., Detroit, Mich.

*With Everything American, Tomorrow Is Secure*. American Insurance Co., Newark, N. J.

*World's Greatest Iron Fence Builders*, The. The Stewart Iron Works Company, Cincinnati, Ohio.

*World's Greatest Value in Dependable Refrigeration*. Copeland Products, Inc., Detroit, Mich.

*World's Largest Business Training Institute*, The. LaSalle Extension University, Chicago.

*World's Largest Manufacturers of Distinctive Infant Furniture*. The Glass Novelty Co., Chicago.

*Year In—Year Out—the Perfect Servant* (Electric Refrigerator). Copeland Products, Inc., Detroit, Mich.

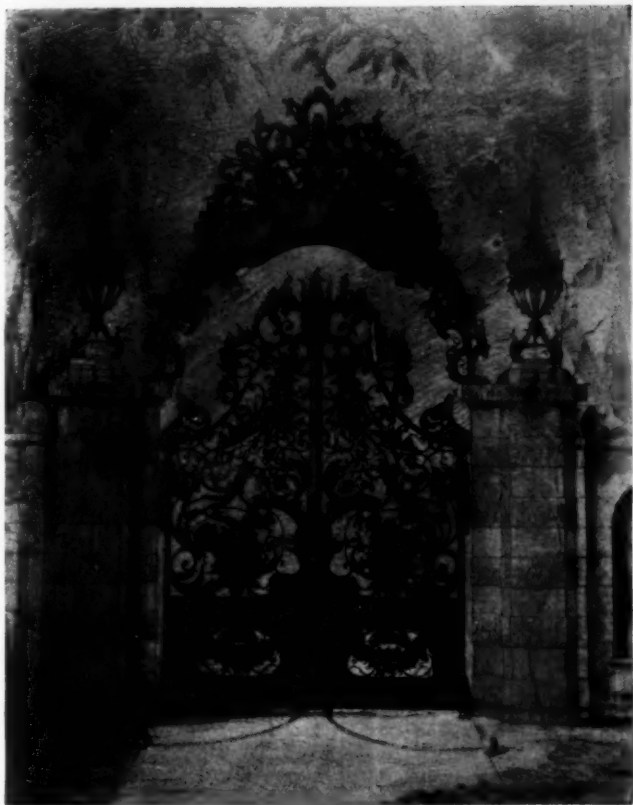
*You Will Feel Your Welcome*. Savoy Hotel, Detroit, Mich.

*Your Life Depends Upon the Forgings in Your Car*. Atlas Drop Forge Company, Lansing, Mich.

*Your Shoulders Will Thank You*. Pioneer Suspender Co., Philadelphia.

*Your Waist Will Thank You* (Pioneer Belts). Pioneer Suspender Co., Philadelphia, Pa.

*Your Windows Are the Lamps Which Light Your Rooms By Day*. The Columbia Mills, Inc., New York.



*Pair of French wrought iron gates dating from 1720, bought at the Dawson Sale at the American Art Galleries on May 5-7, 1926, by Edward Ball for \$11,000.*

**I**NTERNATIONAL STUDIO is an authoritative guide for the collector and connoisseur. It is entertaining as well as educational, and beautiful enough to grace any library table.

Its advertising pages are a continuous exposition of the finest works of art of all lands and all ages.

INTERNATIONAL  
**STUDIO**

119 WEST 40TH STREET, NEW YORK



# PEORIA'S

## Payroll

\$40,000,000.00 paid annually to 25,000 workers. Diversified industries make this an all-year-round market.

*The* PEORIA  
**JOURNAL-TRANSCRIPT**  
Read in  
4 out of 5 Homes

Write for Merchandising Co-operation

CHAS. H. EDDY, CO. Nat'l Representatives

247 Park Ave.,  
New York

Wrigley Bldg.,  
Chicago

Old South Bldg., Boston

**Your Own**  
**MOTION**  
**PICTURES**  
INDUSTRIAL-EDUCATIONAL  
COMMERCIAL-ADVERTISING

**Build Up the Morale**  
**and Serve the**  
**Welfare of**  
**Employees**

*Stanley*  
ADVERTISING COMPANY

220 W 42 ST      1916 RACE ST

## Coca-Cola Sales and Net Profit Increase

The Coca-Cola Company, Atlanta, reports sales for the year ended December 31, 1926, of \$30,107,272, against \$28,553,425 for 1925, and \$25,444,197 in 1924.

Net profit amounted to \$8,403,653, after charges and Federal taxes, against \$7,899,580 in 1925 and \$5,700,993 in 1924.

## G. M. Armstrong, Chairman, Baldwin Piano

George M. Armstrong, president of the Baldwin Piano Company, Cincinnati, for many years, has been made chairman of the board of directors. He has been succeeded as president by Lucien Wulsin, who has been vice-president.

## Merger of Canadian Stove Manufacturers

The Happy Thought Foundry Company, Brantford, Ont., manufacturer of Happy Thought stoves and furnaces, has bought the D. Moore Company, Hamilton, Ont., maker of Treasure stoves. Manufacture of the Moore line will be carried on at Brantford.

## Death of E. B. Danson

Edward B. Danson, president of the Kemper-Thomas Company, Cincinnati, manufacturer of metal advertising signs and novelties, died recently at the age of sixty-five. He had been with the Kemper-Thomas Company for twenty-five years.

## Sivyer Steel Casting Appoints Sales Manager

Martin A. Fladoes, assistant sales manager of the Sivyer Steel Casting Company, Milwaukee, has been made sales manager. He has been with this company for five years.

## Alling & Cory Buy Cleveland Concern

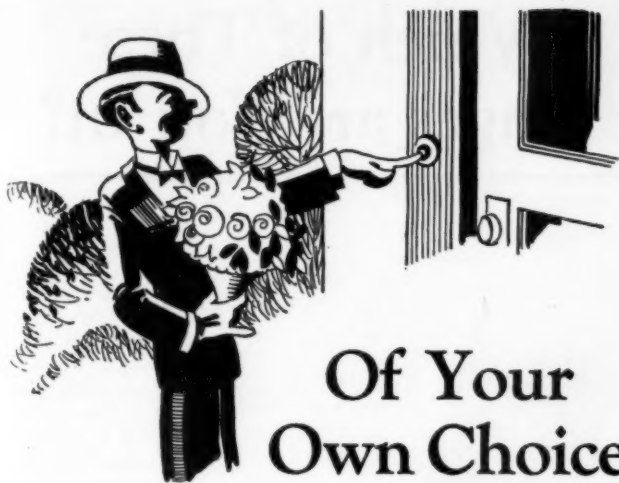
The Alling & Cory Company, Pittsburgh, wholesale paper, has purchased the Kingsley Paper Company, Cleveland, and will take over the business of that company on March 1.

## Transferred by Jam Handy Picture Service

Bonner Miller has been transferred to the position of service representative of the Jam Handy Picture Service, with headquarters at Chicago. He will have charge of clients' field service in Illinois.

Arthur E. Ball, formerly with the Springfield, Mass., *Republican*, will shortly start a weekly newspaper at Little Falls, N. J., to be known as the *Herald*.





## Of Your Own Choice

Ing-Rich Signs of Porcelain enamel fused into a steel base may be had in any shape or size desired. Straight, round, shield or trade-mark types can be provided to meet your needs, with as many colors as your design requires.

There is but one cost to Ing-Rich Signs—the first cost—but then, your signs will live for 15 to 20 years. You get a guarantee covering 10 years, that they will not rust, fade or tarnish. The usefulness is unimpaired when the guarantee expires—so that your first cost is repaid many, many times in value received.

*Let's talk your sign needs over.  
A card will bring full information.*

INGRAM-RICHARDSON MANUFACTURING CO.  
General Offices: BEAVER FALLS, PENNA.

# ING-RICH SIGNS

*Fadeless Publicity in Everlasting Porcelain*

---

# Which of These Stages are You In?



MANZ is issuing the first of a series of booklets written to acquaint printing buyers with an organization that is producing modern types of successful printed matter. This series will be sent to Printing Buyers, Advertising Managers and Agency Production Executives who will request it on their firm's business stationery.

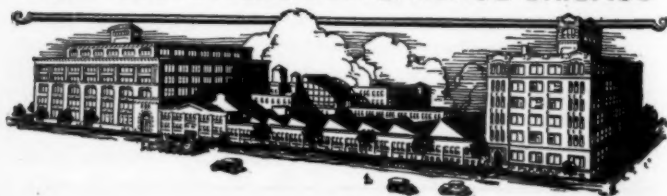
1. *Starting* a new business — or a new product.
2. *Climbing* but still short of desired distribution and sales volume.
3. *Holding* distribution and good will already won.
4. *Slipping* because of tangible or intangible causes.

For each stage of development there is a well-defined plan of selling procedure, in which Direct Advertising . . . intelligently applied . . . has a logical place. An interchange of ideas may prove of benefit to you.

Any Size Job is a MANZ Size Job

## MANZ CORPORATION

4001-4053 RAVENSWOOD AVENUE CHICAGO



# Free Trade in Business Information

Keep the Avenues of Information Open, Is Advice of Metropolitan Life Insurance Company Executive

By Henry Bruere

Third Vice-President, Metropolitan Life Insurance Company

ALEXANDER THE GREAT wrote to Aristotle who, you will remember had been his teacher: "You have not done well in publishing these lectures, for how shall we, your pupils, excel other men, if you make that public to all, which we learned from you?" Despite the publication, Alexander achieved a certain eminence. But what myriads of other men have had their stature heightened by the wisdom of Aristotle? Aristotle died 2,250 years ago. The viewpoint of Alexander only began to fade out of men's minds in the last two centuries. In business, it is only since the recent war that a free exchange of knowledge between enterprises has come into vogue.

For some years, I saw a good deal of two manufacturers in the same line of business. They lived in the same city and their factories adjoined each other in a town some hundreds of miles away. These gentlemen would make frequent trips to their plants. Often they traveled on the same train. They would stop at the same hotel and join each other at meals. They asked each other as many questions as they dared to ask and answered as few as possible. They were greatly curious as to any new methods the other used, but they generally learned of them from third persons. Both made mistakes. Both were constantly experimenting. But they neither ever visited the other's plant. Each prospered, but it is not likely that their prosperity was due to knowledge the other lacked. It may be that they would have learned nothing by an exchange of visits, except the pleasing information that one was no wiser than

the other. Yet I would say that they would have avoided repeating costly mistakes.

But it is not the sequestration of business knowledge, but its freer interchange that gives new interest to the development of business research in America. Of this opening up of minds to each other, Henry Dennison has said that it is the contribution to modern economic progress for which our children will most honor us.

No man can gather to himself and retain in his mind all the things he needs to know. No man can have encyclopedic knowledge, even regarding his own business. For that reason, you need a depository of information. And if you have a depository of information, you must have some way of sluicing it, and in the process, of separating the good from the waste and classifying it. Either you are self-sufficient, oblivious to the literature of your craft, or you must have a new facility in your business that the older circumscribed and gossip-learning business man lacked. You must have a library and a librarian. That this is so is demonstrated by the fact that there are about 200 business libraries in New York alone.

## A ONE-MAN FILE

An engineer studying a shoe-making plant called attention to the fact that only one man had control over the storage of important patterns and only he knew where the patterns were located. He recommended a modern system which would index the patterns and file them accordingly. Oh, no, that would let anybody find them and so expose the plant to the spying of some competitor who might make some rascally but profitable use of them. The patterns were the very keystone of

Portion of address before the New York Special Libraries Association, Chamber of Commerce of the State of New York.

*How* can we serve  
You?

That's not the  
Question  
We know that.

The question is:

*When* can we  
Serve you?

*Apeda Studio*  
PHOTOGRAPHERS

212 West 48th St.  
CHICKERING 3960  
New York

In Cleveland the trained carrier boys of Shopping News do a splendid job of giving doorknob delivery to 225,000 homes twice each week. They'll do the same kind of job with your booklets, broadsides or samples. And we'll guarantee it. Your delivery will be made *independently*.

### SHOPPING NEWS

5309 Hamilton Ave.  
Cleveland, Ohio

the company's prosperity. What an idea, to have a record of them! The inevitable happened. The keeper of the holy of holies died. There was the dickens to pay. Much running about, confusion and bewailing. Then came the new system and peace. Now anybody can find patterns.

It does not take much imagination to apply this experience, on a somewhat larger scale perhaps, to the general field of business activity and to picture the social loss that comes when information that cannot be applied by a system vanishes with the mortal flame of the man who carried it about with him in life.

Among business men, the accountants were the first to record their theories and practice, and I suspect that that came about because of a desire to erect themselves into the dignity of a profession with its protection against interlopers and charlatans. But the great business man of yesterday had no professional aspirations. He was a builder of new empires, an adventurer into new fields, an organizer of men, a wealth gatherer. He devised his methods as he got along, or hired men to devise them for him. And when he got through he tried to forget what he learned as quickly as possible and turned himself to philosophizing on the plain virtues or to philanthropy or traveling.

The books on business have not, as a rule, been written by business men. The outstanding names in business history in America are not also the names of authors of business treatises. The standard books on railroading are not by Harriman or Hill, but by college professors, who only lately have been invited to sit with the bankers on railway boards. The same is true of insurance and banking, with the exception of Kirkbride's book on the trust company. The time is coming, let us hope, when business men will be moved to analyze and write down the principles which they have followed in handling affairs successfully and in the public interest.

What eager demand and con-

## **Minnesota Wins Nation's Premier Butter Banner**

Symbolizes That State Output  
Has No Peer. Dairy Com-  
missioner Says.

Minnesota was awarded the nation-  
al banner for the highest av-  
erage.

**St. Paul Dispatch**  
**St. Paul Pioneer Press**

# **90% in Minnesota**

Advertisers whose plans call for  
merchandising one state at a time  
can cash in on the bulk of the  
163,000 combined daily circula-  
tion of the Dispatch and Pioneer  
Press. 90% of it is in Minnesota  
...one of America's richest and  
most prosperous markets.

**O'MARA & ORMSBEE, Inc.**  
**NEW YORK**  
**CHICAGO**  
**DETROIT**  
**SAN FRANCISCO**

ing sum-  
Minne-  
sota for It is im-  
possible to estimate the intrinsic  
value of winning the banner, but it  
will run into millions of dollars."

## Unless we are especially engaged

to compile data from existing records (which is rare, as it can usually be done by cheaper help) every line in an Eastman market survey report is new.

Nothing is "lifted" from our files—it is all the product of current investigation made solely in the one client's interests.

The thoroughness of our methods is largely responsible for the unusual results we secure.

## R. O. EASTMAN

*Incorporated*

7016 Euclid Avenue, Cleveland  
154 Nassau Street, New York

## SALES EXECUTIVE

seeks congenial permanent connection as general sales manager, division manager, district manager or special travelling representative.

Thoroughly experienced in creating demand for unknown products through distributors, jobbers and dealers, high-class specialty selling on the one-call method, subdivision real estate and advertising.

Has successfully organized and trained numerous sales forces.

Age 36, married, Christian.

Bank, character and business references.

"S.E.," care of McKenna-Muller, 44 Court Street, Brooklyn, N. Y.

stant application you would have for works conscientiously prepared and skilfully written by the pre-eminent figures in different departments of business. Imagine, I say, the use that would be made if leaders in business should discipline themselves to write as luminously on their business as they are learning to talk entertainingly and instructively after dinner. A Justice Story or Sir Wm. Osler in business might easily appear if we could have the following list of titles to choose from.

The Principles and Methods of Corporate Financing, Clarence Dillon.

Merchandising to the Multitude, F. W. Woolworth.

Investment Banking, J. Pierpont Morgan.

The Department Store Problem, Jesse Straus.

Applied Manufacturing Principles and Methods, Cyrus H. McCormick.

The Art of Railroadng, in six volumes, Daniel Willard.

A Handbook on Life Insurance, Darwin P. Kingsley.

Step by Step in Newspaper Publishing, Adolph S. Ochs.

Building a New Industry from the Air David Sarnoff.

Perhaps I have talked too much of books. It is commonplace that the more photographic writings on business processes and methods at all events are to be found in the periodical press and in special reports by trade associations and similar bodies. This periodical and incidental print is the chief source of information in library investigation of current business problems. The test of a good reference librarian in the field of commerce and industry, therefore, lies in his ability to select and winnow this outgiving now appearing in almost countless periodicals.

During the last several years at the Metropolitan I have seen a business reference library effectively at work. This library is used both in the internal conduct of the business and also in assisting in the information and advisory service to business firms which the Metropolitan conducts for and



## SCRIPPS-HOWARD NEWSPAPERS

Desire to Announce  
the Appointment of

MARCELLUS E. FOSTER  
("Mefo")

As Editor of

THE HOUSTON PRESS

Effective February 7, 1927

## 750% increase in seven years

**A**FTER half a century in selling a highly competitive staple, an Ohio manufacturer developed a specialty feature which added materially to the commodity value of his product.

His competitors said it could not be sold at a profit because of the added cost of manufacture.

That was seven years ago. They know better now.

In 1919 this specialty was only 15% of the manufacturer's total output. Now it is 85% of an output several times as great. During these years the industry as a whole has suffered the agonies of over-production. But our client, with his specialty, has been taxed to increase his production to keep pace with his sales.

Exceptional? Certainly. It was an exceptional manufacturer, an exceptional product and an exceptional advertising program, conceived and executed in its entirety by an advertising agency that really *works* with and for its clients in the literal sense of the word.

## THE PROCTER & COLLIER CO.

*For 32 years builders of business for advertising clients*

McMILLAN ST. AT READING ROAD, CINCINNATI  
25 EAST 26TH ST., NEW YORK

*Member A. B. C., A. A. A. A., and Outdoor Bureau*



with 2,500 firms who are its group insurance policyholders.

The inquiries which come in from our policyholders cover a wide variety of subjects, but are heaviest with respect to industrial relations questions and health matters, because it is initially on that common ground that the insurance company and these firms came together. For all that type of information which has found its way into print and which from its source may be taken as authentic, the library is the means of making a quick reply. Such questions are largely questions involving statistics, occurrences and sources of information on particular subjects.

With respect to the type of question which involves the interpretation of information or the framing of a recommendation, the library is rather a point of departure from the final goal of the inquirer. Here is a question, for example, that recently came to the Metropolitan. A manufacturer of electrical machinery wished to develop a market for a specialty made by his company, consisting of a portable lighting unit of principal use on farms. The problem he presented was with respect to the selection, training and compensation of specialty salesmen. He asked for information on the methods of various specialty manufacturers and distributors, naming some of them.

The library was full of information on these points. Too full, indeed. The material had to be sifted with a business man's eye as well as a librarian's eye. Then it had to be evaluated. Some of it was too obviously second-hand; some not applicable to the type of problem with which our manufacturer was presented; some of it suggested that it would be well to find out whether the plan described was still in force or had been altered. That meant correspondence. Finally, a recommendation had to be framed with all the careful reservation of absent treatment.

This inquirer, had he had this library nearby, might have done the evaluating and synthesizing



REVISED EDITION  
OF

## "SALES CONTESTS"

*It Tells*

In most authoritative manner the exact bearing that Sales Contests have on Sales, Salesmen and Wholesalers. It analyzes Contest Plans, indicates their use, abuse, influence and possibilities, and suggests an entirely new development of an old and very much worth-while system of sales stimulation.

This new book—called Sales Contests—epitomizes the experiences of Sales Managers who are pre-eminent in their field. It will prove of invaluable assistance to any executive interested in Sales. It is yours for the asking . . . entirely without obligation.

### ADVERTISING AGENCIES

Your clients will appreciate a copy of "Sales Contests." Its contents are of vital interest to you as well.

United Premium Sales  
& Service Co.  
307-1501 N. Michigan Ave.  
Chicago

## Wanted—a Copy and Contact Man with Taste

With taste—because he should have an appreciation of smart layout and the right word in the right place. A “4 A” agency—a four hour “run” from New York. And the position is a very, very important one. Samples will be handled with care. Address “Q,” Box 260, Printers’ Ink.

himself. The value of the reference, however, was greatly increased by having the material passed through the mind of a business trained management counselor, who supplemented and strengthened the contribution the library could make to the handling of an important piece of business.

This brings me to the question of the physical relation of the library to the business establishment. In order to think concretely on this point, let us take the City of New York as a field of operation. Many companies will wish to have their own libraries or librarians who can work in close relation to the executive who intends to use the information. For such libraries an interchange of information and resources is not only desirable, but has been demonstrated to be feasible. There appears to be a fine spirit of co-operation.

### AVOIDING DUPLICATION

For those libraries which are specializing in like fields there might be more than that. There might be a systematic exchange of information secured and a reciprocating index. This not only would avoid delays and duplication, but would prevent the repeated demands made on those whose experience and method is desired for information that given once may be used by all. The willing business man is much put upon with inquiries and frequently members of the same organization will make independent inquiries which might be consolidated.

A suggestion has recently been made that there be a pooling of resources, for example, by those special libraries that seek to keep their files up to date in regard to industrial relations questions which are undergoing rapid evolution and change. But the problem is bigger than that, so big in fact that some form of community effort seems desirable.

We have had our Alexanders in business and their achievements have been great, and much has been learned from their works, if not from themselves. Men of the



## Soft Collars or Starched?

Since the use of soft collars has come into vogue, some men prefer and wear them for all occasions except formal dress wear; others will always choose starched collars.

Because of the preference for one or the other, manufacturers of collars realize that in order to reach the greatest number of buyers, many different styles must be made in soft as well as stiff collars.

There is the same decided preference shown in the reading habits of industrial executives. Some prefer **INDUSTRIAL MANAGEMENT** and others are interested only in **INDUSTRY ILLUSTRATED**. Through the two different types of editorial treatment and two widely divergent circulation methods, the manufacturer who advertises in **The INDUSTRIAL GROUP** reaches a far greater group of industrial executives and covers the industrial market more completely. Any one publication cannot give adequate coverage of this important market.

*A certified audit shows only 3.3% duplication in circulation.*

*May we send you the facts?*



**The INDUSTRIAL GROUP**  
**INDUSTRIAL MANAGEMENT - INDUSTRY ILLUSTRATED**  
381 Fourth Avenue, New York

# **WANTED**

## **AMBITIOUS**

## **ROTOGRAVURE**

## **PRINTING**

## **SALESMAN**

### **With executive ability**

who can take charge of sales department of an up-to-date rotogravure printing plant capable of producing newspaper pictorial supplements, magazine inserts, broadsides, posters, general commercial work, in one or more colors.

The man we want should know how to handle customer's copy and should be conversant with other methods of printing.

He must have initiative, enthusiasm, leadership, clean personal reputation. He must be able to close hard propositions. Most of all, he must be able to create practical selling ideas.

Prefer one acquainted with newspaper and magazine publishers.

The immediate salary should be of less importance to him than the opportunity.

Address your letter, stating past connections. All letters will be treated in strict confidence.

**Address "Y," Box 266,  
care of Printers' Ink**

Aristotelian stripe are arising in business and as they appear we hail them. They are symbols of a new age when we shall carry on the fundamental processes of civilized life, those that have to do with the satisfaction of material wants, under the guidance of accumulated knowledge, freely exchanged information and a professional pride in making contributions to that knowledge. The business library is not only an indispensable present facility in this new age, but one of its most impressive and potential manifestations.

### **Changes in Staff of Chapin Publishing Company**

On March 1, J. Owen Stalson will become advertising manager of *The Improvement Bulletin*, published by the Chapin Publishing Company, Minneapolis. He was formerly on the advertising staff and succeeds Ralph C. Greiner.

Mr. Greiner has been with the Chapin Publishing Company for seven years and leaves to become associated with the McGraw-Hill Publishing Company, New York. For three years Mr. Greiner was manager of *Pacific Builder & Engineer*, published at Seattle by the Chapin Publishing Company.

### **Gain in General Outdoor Profit**

The report of the General Outdoor Advertising Company, Inc., New York, and subsidiaries, for the year ended December 31, 1926, shows a net profit of \$3,169,114, after interest, depreciation, amortization, Federal taxes, etc. This compares with \$1,884,099 reported for the ten months ended December 31, 1925.

### **Furnace Account for St. Louis Agency**

The Langenberg Manufacturing Company, St. Louis, maker of Front Rank warm air furnaces, has appointed the Chappelow Advertising Company, also of that city, to direct its advertising account. A campaign in newspapers in metropolitan cities will be used.

### **Alox Shoe Laces to Be Advertised**

The Alox Manufacturing Company, St. Louis, maker of shoe laces, will shortly begin a campaign in newspapers. The St. Louis office of Nelson Chesman & Company, advertising agency, has been appointed to direct this campaign.

---

# A new high mark in net paid circulation

The net paid circulation of *Printers' Ink* is now 21,753, a new high water mark in the history of the publication.

This increase in selective circulation is the result of editorial merit. Special offers, premiums, canvassers and other forced methods are never used.

## PRINTERS' INK

*21,753 net paid circulation*

---

**First on the  
entire Pacific  
Coast in adver-  
tising lineage  
gains for 1926**

**Far ahead in  
lineage gains  
of every other  
Seattle paper  
during the  
past year!**

**..... And now start-  
ing 1927 with an ad-  
vertising lineage gain  
greater than all other  
Seattle newspapers  
combined!**

***Lineage Gains January,  
1927, Over January, 1926***

**POST-INTELLIGENCER  
GAINED....77,812 LINES**

**All other Seattle newspapers  
combined**

**GAINED....42,462 LINES**

## **Seattle Post-Intelligencer**

**W. W. CHEW**  
285 Madison Ave.  
New York City

**W. W. CHEW**  
1035 Little Bldg.  
Boston

**WM. H. WILSON**  
915 Hearst Bldg.  
Chicago

**T. C. HOFFMEYER**  
Monadnock Bldg.  
San Francisco

## The Increasing Functions of the Advertising Agencies

(Continued from page 8)

Consider, now, a general statement on this phase of the subject by the head of another advertising agency. This agent had made a record in sales management before he entered the advertising agency business. A unique agency organization could be created, he believed, by stressing sales work. He made his plans widely known and set out to carry them through. At that time, he thought the reason other agents didn't stress such tasks as building sales manuals, creating systems of routing salesmen, advising on salesmen's compensation plans, and such kindred matters, was because they couldn't perform the work. "They don't know how," he said to himself.

He has changed his mind on the subject, and frankly admits he has. This is what he believes today: "I know," he says, "that such things cannot be done by advertising agents even if they have the ability to do them, if they depend solely on the 15 per cent commission which they earn because of advertising placed. I am convinced that if their compensation for work in connection with these outside matters depends entirely upon advertising commissions then one or the other—the special work or the advertising work—will suffer."

There is a reverse aspect of this situation that was turned to the light by some agencies, namely, if the primary advertising work of an agency does not suffer when an agency is loaded with demands for extra service, then it is highly probable that the extra service will not be of the quality it should be. An agent speaking from this standpoint of the question says: "If merchandising work or sales promotion work is wanted by an advertiser then it should be done well. And if the agent must do it, he should be allowed to organize to do it properly by being paid for what is expected of him in

that direction. Otherwise, the advertiser is almost certain to get hit-or-miss service."

There is a question in a few agents' minds as to whether or not an agency is an organization best fitted to perform some of the many extra services expected of it today. It is probable, they believe, that many of the extra services which agencies now perform could be done with greater benefit to the advertiser either by the advertiser's own organization or by outside organizations other than advertising agencies.

An advertising agency, it is argued, is no different from any other business institution. It exists to supply a definite need and should not step into other fields than that which it was created to serve. The experience of retail grocery chain stores is cited as a case in point. Such stores have had sharp lessons on the futility of reaching after business out of their field. Time and again, the heads of retail chain grocery stores have been tempted to use their facilities to dispose of products such as hair nets or tooth paste. These articles, when placed on sale, almost always move. The final result, however, is not what is first anticipated. A chain may, for example, succeed in selling \$10,000 worth of tooth paste in one week. At the end of the week, however, there is no increase of \$10,000 in total receipts. The gross receipts are about the same. The effort required to sell that \$10,000 worth of tooth paste lost \$10,000 worth of grocery sales. It is the old axiom: "Cobbler, stick to your last." What the advertising agency must determine is "What is its last?"

That advertisers seem to be in need of many of the extra services of the advertising agency is fairly generally admitted by many agencies. There are unnumbered instances which show that advertisers feel themselves in need of special services. There also are cases aplenty where the agency knows of such needs far ahead of the advertiser.

Consider the following case

The steadily increasing business of this company has required the addition to our force recently of several experienced men. Now

## Another trained copy-writer is wanted !

by this, one of the leading national agencies of St. Louis—preferably, a copy-writer who has had selling experience and thinks of producing definite results from advertising rather than intangible publicity.

Certainly, the growth of policies of this agency offers such an unusual opportunity for such a man, regardless of how well placed he might now be. Replies, of course, will be held in strictest confidence.

Address  
"O," Box 119  
Care of Printers' Ink

from the record of a certain agency which prides itself on thoroughness. A client had two markets—primary and secondary. The secondary market did not interest the client. It did, however, greatly interest the agency because the agency was strongly of the opinion that the primary market would ultimately disappear. It advised the client to cultivate the secondary market and recommended the creation of a separate and distinct sales organization to handle the potential business of that market. The client put the responsibility for the job on the agency. After an investigation which convinced the agency that its opinion was right, a new sales force was organized for the client. After this was done, the agency took on all detail work, such as laying out territories, setting quotas and writing a sales manual. It not only created this new sales organization but actually directed it. Recently, this advertiser's primary market collapsed completely. The advertiser scarcely knew it, for there was no noticeable effect on his total sales volume. The agency had anticipated his needs and had acted to protect him.

The agency business, because of its nature—dealing with intangibles—may perhaps never be able to say just where its service ends. It isn't able to stick to its "last" because it doesn't know exactly what its "last" is.

What are the reasons for the existence of this problem of "extra" services? One of the important reasons, namely, the need of advertisers for such service, has just been discussed. But it is by no means the only reason. There is the natural enthusiasm of the agency business. The agency's job, from the standpoint of the owner of a publication, is to hold up "the advertising vision" to business and to make advertising pay the buyer of it. An individual or organization charged with the responsibility of being missionary for a cause, as the agency has been for advertising, naturally becomes filled with enthusiasm on



# *First~ in America!*

**in Advertising  
Gains for 1926--  
Leading All  
Newspapers**

# 3,049,400

**LINES GAIN**

**That's the Record  
Established by the**

## **ROCHESTER Journal-American**

**RODNEY E. BOONE**

*Director National Advertising*

**9 East 40th St.  
New York**

**New England Press Bldg.  
Boston**

**Hearst Bldg.  
Chicago**

**Book Tower  
Detroit**

**Monadnock Bldg.  
San Francisco**

## "HE IS A WIZARD"

This from the owner of a national enterprise. Other executives with whom he has worked say—"His ability is far above the average." "Everyone in organization holds him in high regard." "His bearing has endeared him to all." "You are doing great work on collections." "I like the energy and spirit you show." "You certainly are not letting anything be put over on you." "A real genius in charge." "You made a mighty good showing." "Congratulations upon putting—ever top." "Congratulate you on the good work you are doing." "You are a Wizard." "Very creditable showing." "Congratulations to yourself and organization upon profits made." "Have position open as sales and advertising manager would you care to locate in Chicago." "We want to sincerely commend you, upon wonderful progress and development." "Very intelligent, energetic and capable." "Has ideas and the force to carry them through." "It is the biggest business this company has ever gotten." "Sorry because wanted you back in my concern."

A law graduate, aged 36, married, has had 15 years' experience as general business executive of manufacturing companies, sales and advertising manager of national organization, publisher of daily newspaper, trade and national magazines. Thoroughly trained in all phases of general business affairs, qualified to assume complete charge or share executive charge of any business or publication.

He is open for immediate connection only because he has reached the limit in his present organization and because the time is ripe to cash in on his business background. Earnings in five figures.

Address "A," Box 268, care Printers' Ink.

## WANTED— a big-time PRODUCTION MAN!

This is not a job for a novice. We want a man who is fully capable of organizing the department and conducting it efficiently—and who remembers closing dates. He should have enough taste to see that no typography passes through his department that isn't up to the high standards of this agency. The position is about four hours away from New York. State salary. Address "X," Box 265, PRINTERS' INK.

that subject. In this enthusiasm to sell advertising and to make it pay, the agent has time and again promised more than he could profitably deliver. Enthusiasm, in any field of endeavor, is hard to tamper with. About all that can be said on this phase of the subject is that enthusiasm should be intelligent.

A third reason for the existence of this problem is foolish competition. The agents take the blame for it on themselves, although all of it does not lie entirely on their shoulders. Some of it should be borne by advertisers for encouraging it to the point that leads to promises which can be fulfilled only at a loss.

The use of solicitors who work on a commission basis, and who are virtually free lance salesmen, has been the chief reason for bad selling and foolish competition. Agents admit it. At the same time, they claim that the practice is disappearing and that if salesmen are to be used they should be hired as a part of their organization. A better control of selling by agencies will have a marked influence in lessening the difficulties caused by intense competition. In connection with these remarks on selling, it should be noted that certain agencies have no salesmen today. They pin all of their hopes for new business on past performance and on advertising.

What has been said thus far has been set forth chiefly as a statement of the many angles of the subject as agencies see it. Some indications have also been given of the efforts that agencies are making to meet the situation. There is more to be said, however, on what is being done to solve the problem.

There is a growing number of advertisers who are paying agencies for extra services and doing it gladly, and more than that, paying them well and in large amounts. One agent told of a fee of \$100,000 received from a client for certain extra services. Both felt that this fee was earned.

Opinion is that the special fee for special service is one way out

---

# How Many Chicks Are 20,450

One answer might be "More than I ever saw."

Another answer might be based on a dollars and cents value. In that case the "spring chickens" would be worth more than \$16,000 cash to the poultry farmer who reared them.

Based on a quite intensive investigation, the subscribers of the poultry papers named below, told us that on an average they each hatched 20,450 chicks this year.

You can reach this big buying power of over a quarter million monthly through

**Poultry Tribune**

Mount Morris, Illinois

**American Poultry Journal**

Chicago :: :: Illinois

---

## High-class Advertising and Sales Executive *Available*

If you are in need of an exceptionally capable advertising and sales executive, we would like to put you in touch with a client of ours, now employed, who desires to make a change.

This man possesses a combination of abilities that is rare. He is a skillful writer of advertising and sales promotion matter; and because of his broad merchandising experience, knows how to make advertising tie in with the other selling efforts in a manner that gets maximum results.

In addition to his duties as advertising manager, as assistant sales manager, he is in charge of such activities as: analysis of territories; establishment of quotas; preparation of sales manuals; and editing of house publications.

His present position, which he has held for more than 12 years, is with a well-known manufacturer, selling direct to retail stores, through a sales force of more than one hundred.

Previous to his present connection, he was employed in a similar capacity by two other manufacturers, each in an entirely different field; and each connection being for a term of years—evidence that he "wears well."

He is energetic; creative; a real producer; in the prime of life; good health; married; American; Christian.

We can assure you that he is well worth consideration; and upon request, will be glad to give further details—or place you in direct communication with him.

**R. W. BIXBY, Inc.**

**750 Downtown Building**

**Buffalo, N. Y.**

of the difficulty for advertiser and agency. Opinion also is that the questions "of how much these fees should be" and "when they should be charged" are matters that can be settled only by an agency with each individual client, *according to cost records.*

Agencies have found that practically all opposition from right-minded clients against extra payment for extra services fades away immediately if the agency has a cost accounting system. A certain agency which has kept accurate cost records for a considerable number of years can speak with authority on this phase of the subject. This particular agency established a policy of extra fees for extra service shortly after its cost system was put into operation. The head of this agency says that his clients not only pay the extra fees which the records show as being earned, but that they respect him for operating on a basis which insures him a legitimate profit. Incidentally, in approving the classifications of primary services made by Mr. Ross this agent said, "My costs records show that we cannot afford to deliver service beyond those four tasks free of charge and continue to make a profit." This statement is given here because it comes from an agency which has maintained a real system of cost accounting for a longer period of time than any other agency known to us.

The method of charging the client special fees for special services is not the only course open to agencies. There are agencies using cost systems which do not have an "extra charge for extra service" policy. Their policy is first to determine what their percentage of profit on an account should be. Next, together with the client, they determine what is best and necessary for the account in question, and finally they decide how much of the necessary service the remaining percentage will buy. If a client wants more service than the remaining percentage will buy, he pays a special fee for such service. Each account, under this plan, gets as much as it needs in

## **Wanted** **DIRECT MAIL MAN**

### **Must Have Originality**

**Excellent opportunity for one with successful record to make connection with one of the largest department stores in Texas in town of 275,000 with good drawing power—**

**One who could work in conjunction with salespeople.**

**State fully experience, reference and salary expected.**

**Submit samples of work. Address "T," Box 262, care of Printers' Ink.**

## **WANTED** *at once*

### **A MAN WHO CAN WRITE**

The advertising manager of one of our clients wants to add to his staff *immediately* a man who knows how to plan and write strong, dignified booklets, letters and miscellaneous follow-up literature. This man will be paid about \$50 a week. Apply *by letter* to

**W. M. S.  
BARTON, DURSTINE & OSBORN  
383 MADISON AVENUE  
NEW YORK, N. Y.**

## Available March First

### Sales executive or Major Division Manager in food or grocery line.

Some manufacturer can use this man. He is now employed. His 25 years in food lines give him a fine background. He has been with only two organizations during that time and his record with both is clear.

He is 42 years old, American, Protestant, married, resides in the middle west, willing to move, has a pleasing personality, is properly educated and in perfect health.

He is capable of directing a national or Major divisional sales force efficiently or handling the general sales department for a large wholesale grocer. He understands salesmen and their problems, having climbed the sales ladder.

During the last few years he has made personal contact with chains, jobbers, brokers and salesmen all over the country and learned much of the buying habits in nearly all worth while markets.

His immediate activities have been somewhat lessened by conditions he cannot control—that explains his decision to change.

His present income is close to five figures. All replies from principals will be received in confidence.

Address "V," Box 263, Printers' Ink, 230 South Clark St., Chicago, Ill.

## Sales Manager Wanted

Must be familiar with department store and dry goods trade.

This is a real opportunity to connect with one of the largest concerns of its kind in the country, whose business runs into the millions per month.

A new department is being organized to handle a line of specialties. Therefore, the man must be an organizer, capable of building his own sales force and making his own plans.

In replying, state age, race, experience, salary expected, and if possible, give references.

Address "Z," Box 267, Printers' Ink

the way of service according to its ability to pay for those needs, after guaranteeing a profit to the agency.

An advantage proclaimed for this plan is that it is not open to the charge of standardization. In making this statement there is the thought in mind that a plan calling for the classification of basic and of extra services will be interpreted as an attempt to standardize agency service. Advocates of such classifications have no desire to standardize agency service. They believe it can't be done. What they desire is a measuring rod that is uniformly accepted.

Although agents who operate under the plan whereby a percentage is set aside for profits, see a danger in talk on "classification of service," being interpreted as an attempt at standardization, they would nevertheless welcome a widely accepted classification. An accepted classification would give them and their clients a set of standards against which performance on each individual account could be checked.

In gathering the collective opinion of agencies on this subject, it was observed that agents are truly anxious to merit the increasing confidence of advertisers. They believe that if they get increasing confidence from advertisers they will be more and more able to do the kind of work that will bring more profit to the advertiser. If they get more profit for the advertiser, they will inevitably get greater financial rewards for themselves. They are not alarmed. While they were seemingly glad to place the major facts before advertisers, they did so with a protest against any attempt to make a dazzling or sensational parade of those facts.

The plausible suggestion that collective action be taken on the entire matter by advertising agencies as a group, or by advertisers as a group, was not advanced by a single agent. The general opinion was that, at present, all that is necessary is an honest presentation to advertisers of all of the facts on the subject. That is all this article has endeavored to cover.

# 100,000 cash customers within easy reach



Greater Shreveport means 75,000 people; Shreveport has a selling grip on 150,000 minds. And *The Journal* can give you a grip on their attention.

*What's the  
per capita wealth  
where you live?*

*In Shreveport proper the actual ready-money average exceeds \$834 per head! Bank deposits have passed 54 millions. For this region is well-to-do in every sense of the term.*

Shreveport is the axis of the greatest producing oil area on this continent. Oil means cash-in-hand—and the spending habit! Here, too, centers cotton-selling in all Northern Louisiana. Your selling drive needs Shreveport; and *The Journal* will speed up the selling.

## The E. Katz Special Advertising Agency

New York

Chicago

Kansas City

Atlanta

*Including, for utmost profitable coverage of the Five Strong Cities of Provincial Louisiana, these:*

### BATON ROUGE

STATE-TIMES AND MORNING ADVOCATE  
(afternoon) (morning)

**The Monroe**  
News Star

### LAKE CHARLES

AMERICAN - PRESS

**Alexandria**  
Daily Colon and Daily

Write one or all for information on

# LOUISIANA

## WANTED Sales Manager

direct to consumer proposition — thoroughly familiar with brush or hosiery direct to consumer sales methods — old substantial well financed corporation — state experience fully in letter.

Address "C," Box 120, care of Printers' Ink.

## To the Copy Chiefs of certain live agencies

A writer of vivid, interesting copy is available to some agency where exceptional things are being done. This writer has prepared many campaigns for products that are leaders in their fields: foods, drugs, toilet goods, textiles, and household utilities—some of them luxuries, some the necessities of life. It is *unusual* advertising. And the writer has won recognition for it. A new connection must offer an opportunity in keeping with this woman's ability and experience. Correspondence confidential. Address "D," Box 121, P. 1.

## Direct-Mail Agency Reports on Value of "Printers' Ink" File

WIGGINS SYSTEMS LIMITED  
WINNIPEG, MAN., FEB. 2, 1927.

Editor of PRINTERS' INK:

On pages 139 to 146 inclusive, your issue of December 30, 1926, you list a number of advertising agents who keep PRINTERS' INK on file.

I think you can include some of the direct-mail advertising agencies, such as ourselves, in this list.

We have the Weekly on file from January 27, 1921, and the Monthly from May, 1921, and find them one of the most valuable additions to our library.

WIGGINS SYSTEMS LIMITED  
CHARLES S. WIGGINS,  
President.

## Southern Publishers to Meet at Atlanta

The directors of the Southern Newspaper Publishers Association recently met at Birmingham, Ala., and decided to hold the twenty-fifth anniversary convention of the association at Atlanta, from July 4 to 6. A. G. Newmyer, of the New Orleans *Item-Tribune*, was made chairman of the convention committee.

A banquet, celebrating the association's silver anniversary, together with a golf tournament, will be features of the meeting.

## New York Newspaper Advertising Managers Meet

A meeting of the Advertising Departmental of the New York State Publishers' Association was held at Syracuse, N. Y., on February 7 and 8. Thirty-eight New York State newspapers were represented at the meeting. Among those who spoke were: Thomas H. Moore, associate director of the Bureau of Advertising of the American Newspaper Publishers' Association; F. E. Hussey, of the Rochester *Democrat and Chronicle*; and H. M. Newman, publisher of *Fourth Estate*.

On February 7, the departmental members were guests of the advertising division of the Syracuse Chamber of Commerce at a dinner.

## New Paper Appoints Geo. B. David Company

The Geo. B. David Company, publishers' representative, has been appointed national advertising representative in both Eastern and Western territories for the Ashland, Ky., *Times*, a new morning newspaper which will be published daily including Sunday, beginning February 15.

The Charleston, W. Va., *Gazette*, for which the Geo. B. David Company has been Eastern advertising representative for the last fifteen years, has also appointed that company as its Western advertising representative, effective March 1.



*If You Are The*  
**President of a N. Y.  
Advertising Agency**

*saving an \$8,000 to \$10,000 Art Director's  
salary will look good to you!*

*A* widely known N. Y. Art Director, with an able organization of twenty-two well-known artists in his employ, and under his direction, has a plan that will prove mighty interesting to the President of a medium to large-sized Advertising Agency.

¶ Under this plan, he will function as the full-time art director of ONE Advertising Agency, devoting his time and talent to creative production, acting as a member of the Agency staff and working part and parcel with executive Agency members. For this,

*He Wants No Salary!*

He has a valuable reputation gained through years' association with agencies and artists in New York.

¶ A discussion of the plan is solicited—preferably with the President of an Agency spending above \$20,000 annually for its art!

WRITE BOX R-261—P.I.

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.  
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: Illinois Merchants Bank Building, GOVE COMPTON, Manager.

Atlanta Office: 704 Walton Building, GEO. M. KOHN, Manager.

St. Louis Office: Syndicate Trust Building, A. D. MCKINNEY, Manager.

San Francisco Office: 564 Market Street, M. C. MOGENSEN, Manager.

Canadian Office: 92 Adelaide St., W., Toronto, H. M. TANDY, Manager.

Issued Thursdays. Three dollars a year. \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$120; half page, \$60; quarter page, \$30; one inch, minimum \$9.10; Classified 65 cents a line, minimum order \$3.25.

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ROBERT W. PALMER, Managing Editor  
ROY DICKINSON, Associate Editor  
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Washington: James True  
London: Thomas Russell

NEW YORK, FEBRUARY 17, 1927

## Sales-Minded Management

A salesman just past his thirty-sixth birthday had turned over his sample cases to his successor and moved into the office marked "President." That was twelve years ago. "What does a salesman know about managing a business?" growled the critics. "He'll run it into the ground in a year."

This being, among other things, the land of the free, the critics had an inalienable right to their views, wrong though they proved to be. The business, instead of running into the ground began to make more money. It became a sizable advertiser. Soon it doubled in size. Last year saw it triple the volume of the year when the salesman climbed up into the saddle.

Nowadays the rise of a salesman or sales manager to executive leadership provokes less comment than formerly as an unusual event, although business still recruits most of its commanding officers from the ranks of plant operation, finance and the law. It is something of a question whether that practice will continue, now that production is catching up with consumption.

It may be suggested that no matter what its antecedents may be, management in the years ahead will be forced to make itself sales-minded if it hopes to render a good account of itself to stockholders. Some industries are beginning to appreciate that. They are learning, apparently for the first time, the difference between merely disposing of the output of a factory and selling at a profit. It is common knowledge that no operating profit has been earned in many years by manufacturers in some fields. Speculation in raw materials used and good luck alone have produced such profits as have materialized. It would seem almost unnecessary to point out that policies of this sort are sadly out of gear with present-day needs.

In the opinion of Arthur Reynolds, president of the Continental and Commercial Banks of Chicago, "competition will be keen this year and the margin of profits may be slightly smaller. That is where efficiency will be rewarded. Profits in business should be reasonably good, but exceptional profits will come only to concerns showing the most efficient methods in salesmanship, manufacturing and distribution. I do not look for much further decline in commodity prices or much further price-cutting."

It is both interesting and important to find a banker, whose words properly carry weight, talking of salesmanship, price-cutting and the like. It serves to indicate that management, where it still thinks in terms of production and finance alone, will have to broaden its perspectives. As business elevates to places of greater authority and responsibility men who have

proved themselves advertising and sales-minded, it will fortify itself to hold what it has and gain more. For aggressiveness, the willingness to go out and campaign for results and enthusiasm are the very essence of the sales-minded man.

### **Mr. Filene and the Chain Stores**

In an address before the Interstate Merchants' Council at Chicago a couple of weeks ago, Edward A. Filene, of Boston, declared that chain-store development has merely started and that its growth from now on will be on a scale greater than anybody hitherto has been courageous enough to predict. He pictured huge department store chains, mail-order chains and numerous other kinds, insisting that the independent retailer from now on will be more and more of a disappearing quantity.

The only possible hope of salvation that Mr. Filene could see for the retailer was for him to join co-operative buying organizations and thus be able at least to approach the advantages in the way of acquiring merchandise that are held by the chain organizations.

Chain store growth will come, not because the independent retailer system is inherently unsound, but because centralization of businesses in larger units is economically correct and therefore impossible to head off. But we believe that Mr. Filene is not taking into proper account the country's quality market.

Ezra Warner, president of Sprague, Warner & Company, Chicago wholesale grocers, discussing this point recently with a PRINTERS' INK editorial representative, said:

"There are a great number of discriminating people everywhere who insist on having the best. When they have seen for themselves that a certain thing is the best they are going to have it and naturally will stay by the store that sells it."

It seems to us that Mr. Warner here brings up something that reveals a flaw in Mr. Filene's otherwise accurate analysis.

This is a rich country. People want the best merchandise and service that can be had. A very large part of the population is, and always will be, able and willing to pay for these things. The chain store at best is a huge producing, distributing and selling machine. No matter under what guise the chain store may operate, the discriminating trade can spot this mechanical feature with unerring accuracy.

There probably will not be so many independent retail stores from now on. There should not be, as a matter of fact. But they will be better, larger and more prosperous. They will continue to be the largest factor in distribution. Manufacturers who shape their advertising policies on any other basis will be making a mistake.

### **The Elements of a Successful Enterprise**

On April 1, 1921, Norval A. Hawkins was appointed a consultant on the advisory staff of the General Motors Corporation. His salary, at the time, was \$150,000 a year.

This record, together with Mr. Hawkins' achievements during his twelve years with the Ford Motor Company, entitle any remarks he may make concerning business methods to serious consideration. Therefore, when Mr. Hawkins decides to outline what, in his opinion, are the essential elements of a successful business enterprise, it behooves most manufacturers to pause a moment and listen to what he has to say.

It was during his testimony at the so-called Ford tax suit that Mr. Hawkins spoke on this subject of the various factors which, when brought together as a harmoniously working unit, practically insure business success. He was referring to the Ford Motor Company and he said:

The Ford Company has all the elements of a successful enterprise.

1. It manufactures a useful article.
2. Its company is properly organized.
3. It is amply financed entirely within itself to successfully carry on its operations.

4. Its business policy is clear and well defined.
5. Its management is capable, tactful and honest.
6. Its factory is well designed, fully equipped and suitably located.
7. Its product is perfect in design and quality.
8. Its selling force is efficient—the largest of its kind in the world, and backed by plain, honest advertising, with complete service to owners.

This formula for business success in manufacturing activities is doubly interesting at this particular moment for the reason that a similar formula, applicable to retailers, was recently compiled by a committee appointed by the National Retail Hardware Association. This committee was called upon to answer the question: "In a modern merchandising success, what are the functions, and what should be the qualifications of an efficient retailer?"

The report which the committee made on this question follows:

#### A. Functions.

The chief functions of the retailer are to co-ordinate the needs or desire to buy with the opportunity to buy, to serve as the purchasing agent of his community. To carry out these functions he must—

1. Have an accessible location.
2. Maintain adequate stock.
3. Maintain clean and attractive surroundings.
4. Give quick, convenient and courteous service.
5. Quote fair prices.
6. Make a profit.
7. Devote more time to sales development.

#### B. Qualifications.

1. Know merchandise and values.
2. Recognize the value of display.
3. Have a desire to serve.
4. Be able to view himself and his business subjectively and objectively.
5. Be able to maintain cordial relation with customers and store personnel.
6. Know how to use experience as a guide to the future.
7. Understand the relations of margin and expense.
8. Be a good stock keeper.
9. Be able to study and adapt his business to changing trends.

Perhaps all we need add by way of comment is that anyone who takes the trouble to compare the essentials of the two formulas will find that there is a great deal of similarity between them. However, this need not be regarded as astonishing because actually the fundamentals of business success

are as thoroughly established as the science of mathematics. It is the differences in the application of these formulas which account for the varying degrees of success which business organizations achieve.

### Why Make a "Line"?

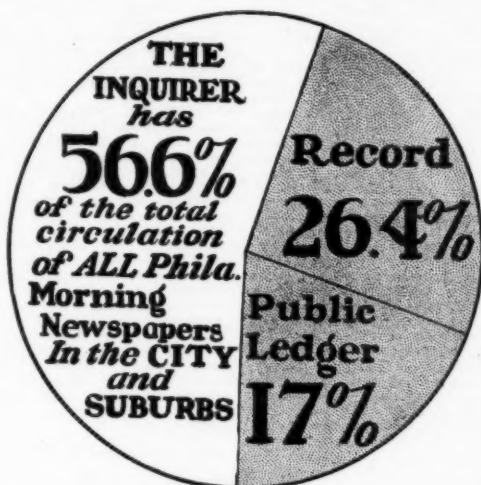
In a recent issue of its house magazine (or is it organ?) The Campbell Soup Company outlined to its dealers a policy which, although it was put into effect in October of last year, is just now beginning to show results. For some years the company has put the pressure of its advertising behind two kinds of soup, tomato and vegetable, and has done little more than list the rest of the line. Since October, although the emphasis is still on the better known tomato and vegetable, the company in its advertising has been featuring other soups of its line.

A prominent chain-store executive once told PRINTERS' INK that he greatly increased his stores' soup business by the simple expedient of having his clerks ask each customer who bought either tomato or vegetable if she had tried some of the other soups the chain carried. This policy did not lose any sales for the favorite soups, their volume remaining constant, but did increase soup sales by showing the average woman that she could frequently place soup on the table without bringing about a monotonous and unchanging menu.

Manufacturers in many industries are struggling along with "lines" when the bulk of the sales volume is in one or two items. Some of the items down toward the end of the line are often unprofitable. These items can be made profitable by the judicious use of advertising.

Why make a "line" if one or two products are going to grab all the sales? Better still, why let one or two items in the line build all the sales volume, when the right kind of advertising will increase sales for each member of the family of products?

## *Dominating Philadelphia's* **MORNING FIELD!**



**C**ONCENTRATED Circulation means much to the advertiser. The bulk of The Philadelphia Inquirer's circulation is massed in the City of Philadelphia and its immediate suburbs. In this combined territory The Inquirer predominates with 51% of the total circulation of all Philadelphia Sunday newspapers and 56.6% of the total daily morning circulation. In newspaper advertising there is a truth that amounts to an axiom: "*In advertising it is coverage that counts!*"

## **The Philadelphia Inquirer**

### **Branch Offices**

**NEW YORK**  
285 Madison Ave.

**CHICAGO**  
Woodward & Kelly,  
360 N. Michigan Ave.

**SAN FRANCISCO**  
610 Hearst Bldg.

# Advertising Club News

## Plans Under Way for Eleventh District Convention

A talk on "The Advertising Man's Laboratory" will be given by W. Frank McClure, chairman of the Advertising Commission, at the annual convention of the Eleventh District of the International Advertising Association to be held at Greeley, Colo., on February 25 and 26. Program plans schedule the following speakers:

Frank LeRoy Blanchard, director of publicity of Henry L. Doherty & Company, "Getting the Public Utility Message Across"; George A. Flannigan, secretary of the Denver Retail Merchants Bureau, "Stopping Some Leaks in Retail Advertising"; Fred W. Bunge, of the Bunge-Emerson Company, Denver, "Direct Mail for Results." R. A. Warfel will describe the work of the Advertising Commission of which he is secretary. Other speakers will be E. Allen Frost, general counselor of the Outdoor Advertising Association of America; E. E. Shively, of the Acorn Press, Omaha, Nebr., "Planned Direct Mail vs. Hit and Miss Variety," and Dr. W. I. Jones, of Golden, Colo., "Advertising the Good News." C. K. Woodbridge, president of the International Advertising Association; Don E. Gilman, former president of the Pacific Coast Advertising Club Association, and E. A. Bemis, field secretary of the Colorado Editorial Association, will speak on subjects not yet announced.

\* \* \*

## Cleveland Club to Move to New Quarters

The Cleveland Advertising Club will move into its new home at the Allerton Hotel about March 15. The club's new quarters will take up the entire third floor of the hotel.

The recent February meeting of the industrial advertisers' division of the Cleveland club was given over to the use of direct mail by industrial advertisers. C. C. Willard, of the Willard Storage Battery Company, spoke on the direct-mail campaign of his own organization. He stated that his company makes an extensive use of the regulation Government postcard because of the respect with which it is received.

\* \* \*

## New York Agencies Athletic Association to Hold Dinner

The Advertising Agents Athletic Association of New York, will hold its first annual dinner and dance on February 25. At this dinner prizes will be awarded to the winners of the bowling and basket-ball contests. Frank Seaman, Inc., was the winner of the bowling tournament. Calkins & Holden, Inc., won first place in the basket-ball league.

## Club Presidents and District Chairmen to Meet

A conference of advertising club presidents and district chairmen has been called by Charles W. Brooke, president of the Board of Presidents of the International Advertising Association, for March 11 and 12, at Detroit. Representatives will be told of the latest developments in the work of the association and will discuss the means by which their organizations can get the most profit out of their affiliation with the association.

C. K. Woodbridge, president of the association and W. Frank McClure, chairman of the Advertising Commission, are among the speakers who will address the club presidents on the special programs for next fall and winter to be supplied by the association through the co-operation of the departments of the commission. There will be a discussion on the educational work carried on in the clubs and the departments of the association, which will be under the direction of Martin I. Pierce, chairman of the educational committee and Ezra W. Clark, chairman of the special committee appointed by the Advertising Commission. This committee was recently appointed to study plans for bringing about a co-ordination of the educational activities among the departments of the commission.

There will be a presentation of plans for the Denver convention by Gilbert T. Hodges, chairman of the On-to-Denver committee, and E. D. Gibbs, general chairman of the program committee. Presidents and district chairmen have been asked to present any suggestions of new activities they think the association should undertake.

\* \* \*

## Lloyd George Credits Advance in Advertising to Women

Advertising has made a tremendous advance since advertisers began catering to women and since women have begun to influence advertising. This is the opinion expressed by Lloyd George, former British Premier, according to an Associated Press dispatch, in an address before the Women's Advertising Club at London, February 14. He also stated that his experiences as a newspaper proprietor not only had enlightened him on the importance of advertising, but had taught him that the advertising columns are "the most attractive, and certainly the most reliable part of a newspaper."

\* \* \*

## Rochester Editors to Organize

Under the auspices of the Rochester Ad Club, an organization of editors of house magazines is being formed, to be known as the Blue Pencil Club. The first meeting will be held on February 25.

## Feiker Addresses Business Paper Publishers and Advertisers

Before four meetings of business paper publishing and advertising interests, held recently, F. M. Feiker, newly appointed managing director of the Associated Business Papers, Inc., outlined the program of work which he is planning to undertake. One of these meetings was held in Chicago and was attended by sixty-six executives of Western business paper members.

Last week three meetings were held at the Advertising Club of New York. One meeting was attended by executives of Eastern business-paper members, another was a regular meeting of the Technical Publicity Association, while the third was held under the auspices of the business-paper group of the New York club.

Mr. Feiker plans a program of educational work which will broaden the scope of his association's activities and which will develop a better understanding of the functions of the business press. He also has announced that he plans to call individually on the membership so as to learn what advantages each member has obtained from the association and what it is believed the association should undertake to make its services more valuable.

It also has been announced that the spring meeting of the Associated Business Papers will be held at French Lick Springs, Ind., some time about the middle of May.

\* \* \*

## Magazine Club Hears Discussion on Asiatic Situation

Political and economic conditions in the Asiatic countries, together with their influence on commerce, were briefly analyzed during a discussion which was the feature of a meeting last week of the Magazine Club of New York. The speaker was Upton Close (Josef Hall), who was former chief of foreign affairs for General Wu Pei-fu.

He attributed the present disturbance in the Orient to three causes: First, a revolt against foreign sovereignty; second, activities to impose religions and customs of the West, and third, assumption of white superiority and an implication of social inferiority on the part of Orientals. The ostracism of Europe and America has resulted in the reversion of Russia into the Asiatic group which, Mr. Close said, upset the balance of power between the East and the West.

With this change in world conditions, he said, America will become the vanguard of Western civilization and the Pacific Ocean will become the center of the commercial and economic world.

\* \* \*

## Milwaukee Club Appoints W. F. Weir

W. F. Weir has been appointed chairman of the direct-mail department of the Milwaukee Advertising Club.

## Art Directors Club Starts Third Series of Lectures

The Art Directors Club, New York, started its third series of lectures and discussions on advertising art on February 9, with Richard J. Walsh, president of the John Day Company, publisher, as the speaker. The series will continue with lectures on each following Wednesday until April 13. These lectures will deal with the daily problems of the agency, studio and publishing house and will be accompanied with actual demonstrations and lantern slides.

Other speakers scheduled on the program are: Gordon Aymar, art director, J. Walter Thompson Company, Inc.; B. Vaughn Flannery, art director, N. W. Ayer & Son; René Clark, art director, Calkins & Holden, Inc.; Walter H. Dower, art director, *The Ladies' Home Journal*; Heyworth Campbell, art director, Condé Nast Publications; Harry A. Grosbeck, Jr., general manager, Walker Engraving Company; Adolph Treidler, artist; Fred Farrar, art director and vice-president, Typographic Service Company; Carl Burger, art director, Barton, Durstine & Osborn, Inc.; Henry Quinan, *Woman's Home Companion*, and Arthur W. Munn, Young & Rubicam.

Beginning with the second lecture on February 16, Mr. Burger will sum up the salient points discussed in the preceding talk. In this way the lectures will be given continuity.

\* \* \*

## Clubs Hold "Specialty Week" Programs

The current week is being devoted to discussions on advertising specialties by advertising clubs throughout the country. The program for "Specialty Week" is sponsored by the Specialty Advertising Association through the Advertising Commission of the International Advertising Association and is the second of the programs planned by various departments of the commission for the study of advertising mediums. Ed Hunter, director of club service of the International, and Mrs. Bernice Blackwood, executive secretary of the Specialty association, co-operated in the preparation of the material for club programs.

\* \* \*

## Sixth District to Meet in Milwaukee

The Sixth District of the International Advertising Clubs of the World, which covers Illinois, Wisconsin, Indiana and Kentucky, will hold its annual convention in Milwaukee on March 16 and 17.

The convention had been scheduled for Louisville, Ky., to be held some time during February, but Louisville gave it up, among other reasons, so it could be held this year in the home city of the district chairman, C. C. Younggreen.

The Milwaukee Advertising Club will act as host to the convention.



# The Little Schoolmaster's Classroom

A FRIEND of the Schoolmaster recently pointed out how individuality can be given to even the most prosaic product.

He had in his hand a page advertisement for Martex towels, made by W. H. & A. E. Margerison & Co. "Here's an example," he said. "Ever since I can remember, a bath towel was a plain white bath towel, a staple in every home where Saturday night was an institution. If you were inclined to be even slightly high hat, you bought a turkish towel with a red border or a blue border instead of just a plain white one. That dash of red or blue was practically the only variety you could find.

"Now one manufacturer at least is starting to capitalize on the human desire for individuality, and he's going at it on a broad scale by getting prominent artists to design his bath towels! I wonder how long it will be before other manufacturers of workaday products put similar personality into their goods and give the consumer some variety."

This Martex advertisement shows a section of bathroom with modern furnishings—sea-blue wall covering and green fish at the water spouts. A towel, harmonizing with the wall design, hangs on the rack to show off its pattern of two feathery ferns, four downy fronds, and a band of clear blue water.

"Rene Clarke designs a towel," is the headline. The copy tells how this artist, famous for the bold simplicity of his posters and paintings, "now has made a towel design—amazing in its clarity yet with a rare vitality of pattern." Under a colored reproduction of one of the towels is an explanation of the design, called Bracken, that is a splendid selling appeal:

"Feathery fronds of 'Bracken' suggests the luxury of semi-tropic bathing."

This is a far cry from the old staple white towel!

Rene Clarke, the consumer is told, is the first of a group of

widely known artists to create special new designs for Martex towels—designs so distinctive and so varied in pattern that there is one for every style of bathroom.

Here is a very real idea that should show the way to other producers of staples in putting individuality into prosaic merchandise.

\* \* \*

A Chicago man who visited New York recently told the Schoolmaster about a rather interesting experience of his at the McAlpin Hotel, which seems to have a fairly good merchandising moral.

He noticed that on his floor there were several signs printed in Spanish and formed various conjectures as to the possible reason. Were the signs a relic of another day and had the management neglected to take them down? Or was cosmopolitan New York getting to the place where foreign language signs were as necessary as English in big hotels? If the latter was the case, why Spanish? Certain other languages, much spoken in New York, might not have intrigued the Chicagoan so much.

Finally, being naturally inquisitive, one night as the floor clerk was giving him his key he asked her to explain the mystery. Speaking in well chosen English, which contained just a touch of charming Castilian accent, she replied:

"You are on the Spanish floor. The eighth and ninth floors of this hotel are given over to South and Central American trade. The floor clerks speak Spanish, because many of our guests cannot speak English. No, you do not look like a Spaniard—not very much. Your name is not Spanish. But I suppose the room clerk had a vacancy on this floor and put you in it. You don't mind, do you?"

The Chicago man did not.

The floor clerk, explaining that she herself was Spanish, went on to relate that during the war the





**Pittsfield Building  
Chicago**

**Marshall Field Estate  
Owner**

**Francis W. Boyden  
Manager**

**Graham, Anderson, Probst &  
White, Architects**

## ***Marshall Field Estate Constructs New Building***

Francis W. Boyden, present manager of the Marshall Field Annex, will also manage the new Pittsfield Building. He is representing the owners in planning and selecting materials. Mr. Boyden says: "Experience enables the building manager to advise as to the best building plan for a given class of tenants, and his experience in operating buildings also fits him to advise as to the materials and equipment to install."

Send for our "Synopsis" of this very profitable field covered by BUILDINGS AND BUILDING MANAGEMENT and be convinced that the building manager should be included in your selling plans.



**PORTER-LANGTRY CO., Publishers**

**Member A. B. C. 139 NORTH CLARK ST., CHICAGO Member A. B. P.**

## Nation - Wide Sale of Lumber

in markets thousands of miles away from sawmills makes price quotations indispensable to manufacturers and dealers — over 12,000 lumbermen get theirs weekly from the

**American Lumberman**

Est. 1873 CHICAGO A. B. C.



We offer manufacturers and advertising agencies complete industrial motion picture facilities, including studio and laboratory equipment and experienced personnel—that insures the highest quality productions, on a specific circulation and distribution basis.

Send for rate card.  
Industrial — Propaganda Division  
Automatic Movie Display  
Corporation  
130 West 46th St., New York City  
Bryant 6321

## Photostats !!!

of any subject —  
By Photographers  
Fast Messenger Service

**PACH BROS.**

28 West 44th Street, New York, N. Y.



**MATS** for dealer advertising cuts  
or for any advertising or publicity. Service as complete as you want — art work, engraving, composition, shipping, etc.  
Shopping News, Cleveland

hotel management had noted the unusually large number of guests from South America and Mexico. It saw here that it had a good asset that might just as well be permanent. So it advertised in newspapers and otherwise all through Spanish America that it would give special service to Spanish speaking guests. Once registered at the McAlpin, they need not worry about their unfamiliarity with English. All the transactions would be made in their own language.

"As a result," the clerk said, "these two floors are filled nearly all the time with Spanish speaking foreigners. I think you are the only American on my list today. You are sure you don't mind?"

All of which the Schoolmaster regards as being good advertising. Incidentally the floor clerk knows how to sell. Manufacturers and others can get any number of good merchandising ideas if they will keep their eyes and ears open around the big hotels. These institutions do their selling in a way that might be imitated or adapted with profit.

\* \* \*

When the president of a prominent automobile company, addressing his salesmen, told them recently that he considered the most important employees of a business to be the president, the doorman, the telephone operator and themselves he may have been joshing them slightly in putting them so low on the scale, but he was expressing a big truth. The Schoolmaster hears many complaints that dollars spent for beautiful advertising which emphasizes the service feature are lost by some half-interested, supercilious salesman of lordly mien.

There is still a tendency to inject too much atmosphere into the sale of certain products, especially in the men's and women's wear field. Many a sale which has taken place in imagination in a buyer's home is lost when she enters the portals of a store which is stronger on Oriental rugs than it is on common-sense selling.

Atmosphere advertising and rich settings seem to have a bad effect



## Ties the Dealer Closely to Your National Advertising

Because he gets direct and tangible returns, the DEALER likes this form of co-operation—Flexlume Electric Sign advertising of your nationally known name or symbol right over his store front.

Because so easy to spot the local source of supply — even from blocks away along the streets—the CONSUMER appreciates this quality display.

You also will like it for *permanence* of local advertising at remarkably low cost.

May we mail you a proven plan for securing enthusiastic dealer co-operation with Flexlume electrical advertising?

*Also exposed lamp and other electric signs for those who prefer or require them.*

**FLEXLUME CORPORATION**  
1041 Military Road, Buffalo, N. Y.

*Boldly attractive by day;*

*Electrically brilliant by night.*



## Wanted

### An Experienced Advertising Executive

A medium sized Chicago advertising agency, well established and with full recognition, desires to add a high grade man to its staff. Only a man with a successful record in the administration of accounts can be considered.

This is not "a job" but a lucrative business proposition for a good man who can prove his ability to secure and develop business. Pleasant working conditions and able co-operation in all departments.

Members of our organization know of this advertisement. Replies will be respected in confidence. In answering, please explain your qualifications on the points mentioned here.

Address "U," Box 254, P. I.

## Common Sense Copy

with once in a while  
A Good Idea.  
Service by hour, day or week.

*Samples on request*

One Madison Ave.

Ashland  
1940

*Copy—by Christen*

## TREBLE YOUR CLASSIFIED

AT A NOMINAL COST by using Pallen's New Return "Classified" Device. Also pulls the highest percentage of renewals, subscriptions, etc.

Write for Sample and Prices

J. PALLEN & CO., Mfrs., Columbus, O.

upon the general mental attitude of some retail salespeople. Such advertising by manufacturers as well as by retailers must be doubly sold to the people who come in contact with the public. The excellent work being done by progressive department stores and specialty shops in training their sales forces should be taken as a model by many who have not yet seen the light.

\* \* \*

A member of the Class sends in an advertisement which suggests that a certain gift be sent to "her" on Valentine's Day.

"Attached is some costly advertising," he writes, "from none too large an appropriation I imagine. Yet to me, and to other *men* within speaking distance when I read it, half of its effectiveness was lost.

"Because we *men* don't happen to know just *when* Valentine's Day is!"

About a year ago, the Schoolmaster commented on this same thing. Evidently some members of the Class were absent at the time, because as each Mother's Day, St. Patrick's Day and the others roll around, timely advertisements appear—minus the date.

\* \* \*

In current issues of a number of general magazines, G. I. Sellers & Sons Company, maker of the Sellers kitchen cabinets, is featuring these cabinets in fascinating period styles. "Here, for the first time," the copy announces, "you see the kitchen cabinet clothed in the exquisite lines and colorings of period styles. These exquisite Kitchenaire designs were created exclusively for Sellers by a distinguished European artist."

This brings to the Schoolmaster's mind a basic merchandising principle which, although it has been explained to the Class on more than one occasion, is important enough to warrant not only iteration but reiteration. He refers to the plan of adding a distinctive touch to the article—almost regardless of what it may be—which will set it apart from competitive items.

For example, a clock company

# **WANTED**

## **Advertising Salesman of Highest Calibre**

Company established over fifteen years, strong financially, wants man accustomed to meet and sell specialty advertising service to the Executive Heads of large corporations.

Must have record of earning over \$10,000 a year. Between thirty and forty years of age.

No doubt the man we want is now employed. Therefore, all replies will be respected as strictly confidential.

Give age, religion, education and chronological statement of experience, with present earnings.

**Address: PRESIDENT**  
**Box 264, Printers' Ink, New York**



## Over 300 specimens of West's Food, Travel and other advertising

are reproduced in the 8th Annual Review Number (February). Also are section, with color reproductions, directories listing 2,000 advertisers, 400 agencies, 250 house organs, artists, etc.; authoritative articles on community and cooperative advertising; a wealth of other data, news, features, etc., included in strikingly beautiful 250 page issue that will be included while supply lasts as part of 6 months trial subscription, \$1; or full year \$2.

## WESTERN ADVERTISING

564 Market Street - San Francisco

[Every monthly issue worth while]  
[Money back if disappointed]

## E. A. Arkenberg

Arkenberg Special Agency,  
New York  
(Classified Advertising)  
says about the book,

### "CHECK-LIST CONTRACTS"

"The section relating to Classified Advertising appears to be covered very thoroughly, and I am unable to suggest any additions or offer any criticisms."

\$10.00 postpaid. Folder free

LYNN ELLIS, Inc., Desk A-1  
One Madison Ave., New York

## WANTED

## New York City Paper Goods Salesman

by a Rhode Island manufacturer. A knowledge of printing is desirable, but not essential. Must have good personality and be young enough to be active and ambitious, yet possess mature judgment.

The successful applicant is of the type qualified and equipped to secure satisfactory interviews with busy executives, and will, in first letter applying for interview, give fullest particulars, including salary expected.

Address "B" Box 269, Care Printers' Ink

has designed an alarm clock built along Gothic lines. It is distinctive in its field. Then, there is the vacuum cleaner which uses a purple bag to hold the dirt. Once this purple bag has been seen, that vacuum cleaner stands out from the crowd.

The new Kitchenaire of the Sellers company is another illustration of this idea. Kitchen cabinets have, until recently, been turned out only in a few color schemes. By painting them in period designs, Sellers gives its cabinets a genuine individuality and also secures a distinctive copy appeal. These are worth-while achievements.

## Death of H. B. Sargent

Henry Bradford Sargent, president and general manager of Sargent & Company, New Haven, Conn., manufacturer of hardware, died at that city on February 3. He joined the Sargent company, of which his father was president, as general inspector of products. Later he was made assistant superintendent and in 1887 became vice-president. He had been president of the company since 1917. At the time of his death, Mr. Sargent was seventy-six years old.

## New Accounts for Woodman Agency

The National Bank of Commerce, Seattle, has appointed the Woodman Advertising Agency of that city, to direct its advertising. The Woodman agency also has been appointed to direct the advertising of L. W. Suter, Inc., manufacturing jeweler, and the North Pacific Stages, both of Seattle. Newspapers will be used for all of these accounts.



MANUFACTURERS of  
**ADVERTISING PENCILS  
AND ENHOLDERS**  
Effective Goodwill Builders  
ANNOUNCE A SPECIAL  
INTRODUCTORY OFFER

HIGH GRADE PENCILS, HEXAGON—  
LONG GILT TIP. \$4.50 per gross in-  
cluding YOUR NAME imprinted in gold.  
Net Prices; no Discount; F.O.B. New York  
Samples on Request

## Portland, Oreg., "Telegram" Appoints Advertising Director

F. C. Dahlquist, formerly with the Portland, Oreg., *Oregonian*, has been made advertising director of the Portland *Telegram*.

James F. Clement, who has been advertising director of the *Telegram*, is now with the Portland, Oreg., *Journal*.

## Saf-De-Lite Account to Koch Agency

The Saf-De-Lite Corporation, Connersville, Ind., has appointed The Koch Company, Inc., Milwaukee advertising agency, to direct its advertising account. Double spreads in color in business papers and direct mail will be used.

## Dearborn Company Elects

William Bachrach has been elected executive vice-president of the Dearborn Company, Chicago, furniture manufacturer. He was associated for twenty-five years with the Chicago Board of Education.

## Charles Mylander, Secretary, Ohio Bankers Association

Charles Mylander, formerly public relations director, has been appointed secretary of The Ohio Bankers Association.

## Publisher's Representative—

Publisher or advertising specialty of merit desiring Eastern connection offering wide sales acquaintance of agency and advertiser—with fully equipped office in best New York City location practically without cost—can make advantageous arrangement with me—15 years nation-wide experience—highest character and standing. Salary and traveling expense basis. Address "N," Box 118, Printers' Ink.

Do Not Miss the Artists' Frolic!

## KIT KAT BALL

46th Annual Skelter, "Yucatan Trail," Clover Gardens, Lexington Avenue at 46th Street

FRIDAY NIGHT, MARCH 4

Tickets Obtainable at  
KIT KAT CLUB, 71 Seventh Avenue,  
N. Y. C. (Evenings, from 7 to 10 P.M.)

## CANADIAN ADVERTISING



TORONTO—92 Adelaide Street West

## Multigraph Ribbons Re-inked

Our **SAF-T-FIX**

Send 3 Ribbons  
to be Re-inked  
at our expense

process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-inking you can buy.

W. Scott Ingram, Inc.

57 Murray St., New York City

## "GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents

TORONTO

MONTREAL

WINNIPEG

## Classified Advertisements

Rate, 65c a line for each insertion. Minimum order, \$3.25

First Forms Close Friday Noon; Final Closing Saturday

### BUSINESS OPPORTUNITIES

**Printers' and Bookbinders' Equipment** machinery, type, supplies, Kelly presses—cut-cost material. Send for revised proofed machine sheet. Conner Fendler Branch, A.T.F. Co., New York City.

**Publishers**—Desirable light space in up-to-date building, good location, as part of printing plant producing high class advertising literature. New propositions solicited. Chelsea Press, 8 West 19th St.

### A NEW CLASS PUBLICATION WANTS CAPITAL

A new magazine covering a field that now takes six national publications to cover. Write in confidence. Box 399, P. I.

### LETTERS?

give me your line—and I'll bait your hook.

V. E. Baker, 348 6th St., Elyria, Ohio

TO SAVE EXPENSE OF REHANDLING, WE ARE OFFERING THE FOLLOWING CYLINDER PRESSES AT A CONSIDERABLE REDUCTION AS OUR PRESENT STOREHOUSE IS ABOUT TO BE DEMOLISHED TO MAKE ROOM FOR THE VEHICULAR EXIT FROM THE N. Y. & N. J. TUNNEL:

**TWO-REVOLUTION PRESSES**  
Campbell Book and Job. Bed 33x41, Four Rollers, Front Delivery, Trip.  
Campbell Book and Job. Bed 23x30, Two Rollers, Trip on Cylinder.  
Century Pony. Bed 26x35. Has Trip, Back-up, Jogger and Counter.  
Century Pony, Bed 26x31. Fly Delivery, Air Chamber, Trip.  
Miehle No. 3. Bed 33x44, Four Rollers both Deliveries, Jogger.  
Whitlock Pony. Bed 27x31. Has all Modern refinements.  
Century No. 3. Bed 30x42, Four Rollers, Air Chambers, Counter.  
Stonemetz No. 2. Bed 25x33, Front Printed Side-up Delivery.  
Babcock Optimus. Bed 27x39, Printed Side-up Delivery, Trip.  
Whitlock. Bed 29x43, Four Form Rollers, Air Chambers, Trip.  
Miehle Pony. Bed 26x34. Both deliveries. All refinements.  
Century Two Rev. Bed 25x35. Has all modern improvements.  
Whitlock Two Rev. Bed 35x47. Four Rollers, Fly Delivery, Trip, Back-up.  
Miehle No. 1. Bed 39x53. Both deliveries, modern refinements.

**DRUM CYLINDER PRESSES**  
Cranston R & S Distribution. Bed 32x46, Air Chambers, Tapeless Delivery.  
Scott R & S Distribution. Bed 27x41, Tapeless Delivery, Two Rollers.  
Babcock R & S Distribution. Bed 39x51, Back-up, Air Chambers, Tapeless.  
CONNER FENDLER BRANCH, A.T.F. Co.  
96 Beckman Street, New York City

**WANTED**—Publications, Catalogs and Commercial Printing wanted by a modern equipped and complete plant in New Jersey, 45 minutes from New York. Daily shipments to New York by Motor Express. Satisfaction Guaranteed. Jersey Printing Co., 10 W. 23d St., Bayonne, N. J. Tel. Bayonne 1265.

### HELP WANTED

**SALESMAN**, familiar with the agencies, to sell subscriptions to a service of value to advertisers, agencies and publishers. All or part time. Commission basis only. Eastern and Western territories both open. Address Box 386, Printers' Ink.

**AN OLD, ESTABLISHED AGENCY WITH FULL RECOGNITION HAS AN ATTRACTIVE OFFER TO MAKE TO MAN WHO CAN OBTAIN ONE OR MORE GOOD-SIZE ACCOUNTS. BOX 388, PRINTERS' INK.**

**Office Manager**, by one of the largest manufacturers in Newark, N. J., of white gold wedding ring blanks, sheet and wire, selling to manufacturing jewelry and jobbing trade. A high type young man of good education and training with pronounced ability to efficiently handle the details of a sizable business and carry on correspondence and sales promotion work. Excellent opportunity for advancement. State experience fully. Box 410, P. I.

### MISCELLANEOUS

**Desk Room Wanted** in Advertising Agency Office central Manhattan by free lance writer of direct advertising. Space only, with mail and telephone service. Box 393, Printers' Ink.

### POSITIONS WANTED

**Copy Writer Available March First** Knows how to present salesmanship in writing. College trained, Christian, 28, married. Address 305 Jackson Ave., Jersey City, N. J.

### Artist

Eight years' experience at lettering, design and figure work, two years with publishing house, desires connection with agency. Box 400, Printers' Ink.

### ADVERTISING MANAGER

38, desires bigger opportunities. Has produced noteworthy results. Fifteen years' experience in agency and technical field. Married. Christian. Box 390, P. I.

### Open to Proposition

Artist, Production man. 8 years art. 1½ years agency. Managing all mechanical details. Box 396, Printers' Ink.

**Representative**—four years with large advertising organization—wishes change. Experience selling and contacting retailers and manufacturers. Extensive merchandising and survey experience, married. Christian, college graduate. Metropolitan area preferred. Box 385, P. I.



**Advertising Salesman**—30 years of age, ten years' experience agency and newspaper fields, well educated, good appearance, proposition must have money making possibilities. Box 405, P. I.

#### ADVERTISING ASSISTANT

Young woman assistant to busy executive. Experienced handling proofs, cuts, type. Knowledge shorthand, also copy writing. Box 398, Printers' Ink.

**Position wanted by man who can do creative advertising.** Origination of plans and ideas as well as copy, layout, and typography. Experience with leading companies. Moderate salary. College graduate, 28, single. Box 404, P. I.

**Expert executive secretary** (young lady) with university education and broad experience, including publicity, desires good opening with opportunity to learn copy writing, preferably with agency. Exceptional references. Address details to Box 395, Printers' Ink.

**Manufacturers of industrial products** will find this man, age 36, a terse, forceful, effective writer of trade journal advertisements, direct-mail copy, and sales letters, and an efficient manager of their advertising department. Salary, \$5,000. Advertiser, care I. Kroger, 6909 N. Ashland, Chicago.

#### A BEGINNER

—with sales and copy writing ability seeks position with agency. Six years' experience servicing accounts for small newspaper and printing plant. Earnest, conscientious worker, possessing talent and personality. Am 29, married, college grad., employed. Box 384, P. I.

#### FIRST THE AGENCY—

#### THEN THE JOB

I wish to join an agency of impeccable standing. Initial job and salary are not factors. 5 years' experience; thorough knowledge production, contact, typographical layout; moderate knowledge art, copy, sales. Christian, 24. Box 394, P. I.

#### PRODUCTION AND ACCOUNTING

Young man, 28, desires position in advertising agency or advertising department. Experience covers 9 years of production work and accountancy, including 5½ years in agency work and 3 years with large manufacturing concern. Familiar with all phases of agency practice. Box 397, Printers' Ink.

**Advertising Man**—14 years' experience. Writes good selling copy and can make effective layouts. Familiar with compiling budgets, selecting media and planning campaigns. Rated A1 in production work; now handling production volume of \$175,000 annually in window displays, art work, engraving, etc. Pleasing personality. Can direct others effectively. Salary \$5,200. Box 383, Printers' Ink.

### Assistant to Agency Plan Man

5 years' general advertising experience two manufacturers: semi-technical copy, layouts, typography, printing; worked on business-paper advertising; bulletins, leaflets, folders, booklets; exacting university man, soundly trained; 28, married; initial salary \$55; now employed. Box 402, P. I.

**A Young Artist**—23—who has several years' experience on layouts, posters and pen and ink would like to locate immediately with an Agency or Art Service in N. Y. where he can show his ability and enhance his experience. Very moderate salary to start. Address Box 403, Printers' Ink.

**Advertising Salesman**—Thoroughly experienced, grounded worker in large national, class and trade fields; have represented leading publications; successful record; good acquaintance New York and Eastern advertisers and agencies; best references; available for publisher needing first-class, reliable man; strict confidence. Box 411, Printers' Ink.

**ADVERTISING-EDITORIAL** position desired by college graduate. Young lady with six years' experience on New York dailies, advertising copy writing, manuscript editing, writing articles and publicity features, proofreading, and all details of magazine layout. Excellent connections with Metropolitan newspapers. Start \$40 a week. Box 387, Printers' Ink.

**Sales or General Correspondent**—Ten years' experience respectively in book-keeping, shorthand, typewriting, office management in sales office, selling by mail throughout U. S., outside sales work, fits me for this important work. And will lead to promotion to greater responsibility in some organization in a large or small town or city in the East. Age 30, married, Christian. Address Box 391, Printers' Ink.

#### A YOUNG EXECUTIVE

of good personality and cultured, at present connected with banking institution, wishes to meet the chief executive of some organization, requiring vigorous and intense promotion. My executive, sales and advertising experience fit me to assume a place of responsibility in this firm. Previous work recognized and published by "Printers' Ink." Highest credentials. Box 401, Printers' Ink.

#### SALES CORRESPONDENT

Age 27. Seeks broader opportunities. Three years experience selling by mail plus road experience has given him a broad viewpoint and practical knowledge that will make for an understanding and resultful handling of your correspondence and sales letters. Your location is immaterial. He will welcome an opportunity of explaining why he feels his ability and experience will prove a valuable asset to your firm. Box 392, Printers' Ink.

#### ELECTRICAL SALES PROMOTION AND ADVERTISING EXECUTIVE

20 years' experience with large corporations in important agency and publishing connections—highest references and standing in the trade—now available for permanent position where loyal service, extensive acquaintance, technical education, ability to write and create selling plans, or organize field sales work, meet and convince officials of prominence—would be required and appreciated. Prefer Eastern connection. Box 389, P. I.

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*The cost price of*  
**GOOD LOOKS**

Among the factors that make goods sell, no one can deny the value of appearance—in the goods themselves or in the package. Yet in volume production the difference in cost between beauty and mediocrity is practically zero.

One of our first endeavors in our relations with our clients is to make the goods *look* as good as they are, before the advertising starts.

*The* **JOHN H. DUNHAM Company**

*Advertising*

**TRIBUNE TOWER**

**CHICAGO**

# The Chicago Tribune made a greater gain in food advertising dur- ing 1926 than any other Chicago newspaper.

**M**ORE money is spent for food products advertising in The Tribune than in any other Chicago newspaper. And The Tribune's 1926 gain in food lineage was greater than for any other Chicago newspaper. In the advertising of *food manufacturers*, The Tribune's gain was more than six times greater than the gain of any other Chicago newspaper. And The Tribune for years has carried more advertising addressed to women than any other Chicago newspaper. No other medium is so effective for food advertisers who want to reach the women of Chicago or the Chicago Territory.

## Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER